DOCUMENT RESUME

ED 354 849 HE 026 272

AUTHOR	Viola, Joy Winkie
TITLE	Presidential Inaugurations: Planning for More than Pomp and Circumstance.
INSTITUTION	Council for the Advancement and Support of Education, Washington, D.C.
REPORT NO	ISBN-0-89964-294-2
PUB DATE	93
NOTE	148p.
AVAILABLE FROM	Council for the Advancement and Support of Education, Suite 400, 11 Dupont Circle, Washington, DC 20036-1261 ($24 members, $32 non-members).
PUB TYPE	Guides - Non-Classroom Use (055)
EDRS PRICE	MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS	Budgeting; *College Presidents; Colleges; Committees; Higher Education; *Planning; Social Planning; Universities
IDENTIFIERS	*Ceremonies; College Special Events

ABSTRACT

This publication covers the fundamentals of planning a college or university presidential inauguration. The guide's 10 chapters are based in part on a survey of colleges and universities that appointed new presidents between January 1990 and January 1992. The first chapter offers five rules for "getting your act together": you should have started earlier; pick the right chair; appoint committee members who get the job done; develop a theme and stick to it; and define the scope of your celebration. The second chapter goes into more detail on creating a committee to get the job done. Chapter 3 describes how to clearly define committee responsibilities early in the planning process. Chapter 4 discusses the budget for inaugural events including establishing priorities, trimming expenses, and a budget planning checklist. Chapter 5 treats the invitation process including announcements, special invitations of political leaders, mailing lists, invitation design, and deadlines. Chapter 6 focuses on planning the installation ceremony itself. Chapter 7 covers additional events in the inauguration. Chapter 8 considers potential problems and how to prepare for them. Chapter 9 explain how to develop and work with a timeline. Chapter 10 offers examples from actual inaugurations including invitations, programs, memoranda, tickets, posters, music programs, souvenirs, inaugural greetings, and insignia of office. (JB)

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Presidential Inaugurations:
Planning for More than Pomp and Circumstance

Joy Winkie Viola

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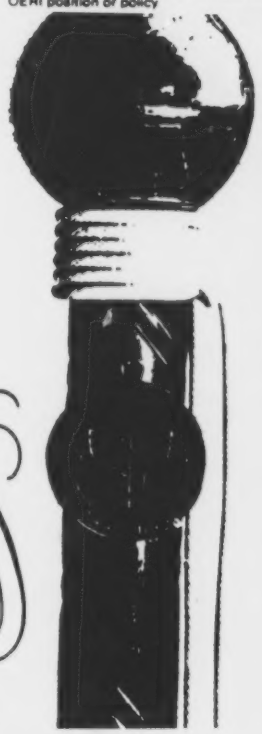

THE INAUGURATION OF
L. STEVE THORNBURG
AS PRESIDENT OF
CLEVELAND COMMUNITY COLLEGE

The University of Missouri-St. Louis requests the honor of your presence at the Inauguration

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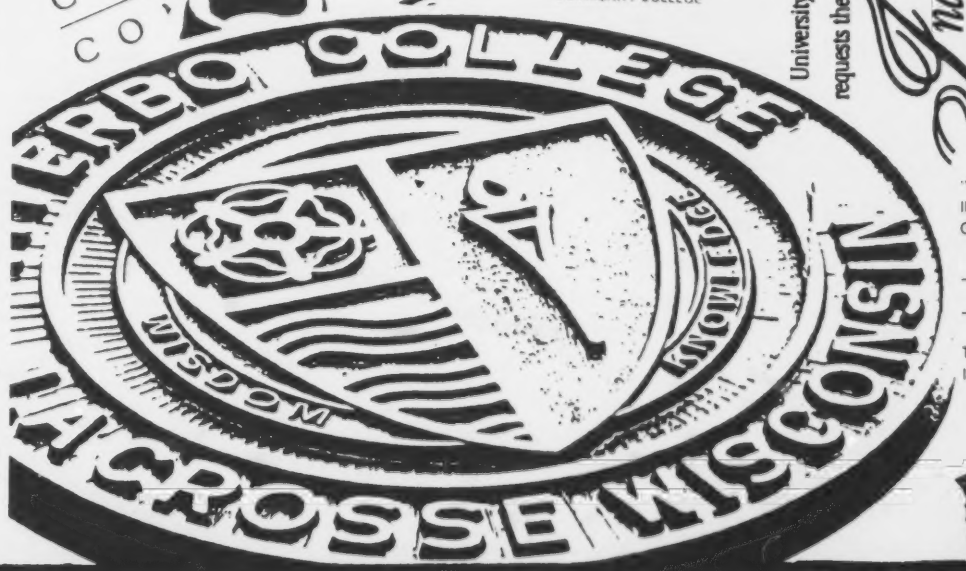

PRESIDENTIAL INAUGURATION

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Presidential Inaugurations:
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Joy Winkie Viola

Council for Advancement and Su

the discussion and approval of all inaugural matters from a variety of perspectives, e.g., a proposal's impact on the print and publicity subcommittee as well as the local arrangements subcommittee.

The steering committee should be responsible for the coordination and overall supervision of all aspects of the inauguration. Once established, it should meet weekly to monitor the subcommittees and serve as an informational clearinghouse and discussion forum for all inaugural-related matters.

We strongly recommend that you set up an inaugural committee office and telephone line. The temporary assignment of a conference room will usually suffice and will:

- serve as a repository of all inaugural working materials;
- provide a central location for all committee meetings;
- provide secure working space for individuals processing invitation lists, programs, invitations, and reply cards; and
- provide a single telephone number for all on- and off-campus inquiries on inaugural issues.

Managing the details: Subcommittees to the rescue

CASE questionnaire responses testify to the diversity of events staged during inaugural celebrations. We've outlined guidelines for planning the number and nature of events appropriate for your inauguration in Chapter 7. However, the following list of events and their frequencies may help you start thinking about how you'll structure your own celebration.

- Installation ceremony (100 percent)
- Inaugural luncheon (55 percent)
- Symposia/lectures by renowned off-campus speaker(s) (38 percent)
- Special student events (31 percent)
- Special exhibits (30 percent)
- Inaugural reception (30 percent)
- Inaugural dinner (30 percent)
- Press conference (24 percent)
- Special alumni events (21 percent)
- Special community events (21 percent)
- Musical/theatrical events (17 percent)
- Faculty lectures (16 percent)
- Inaugural ball (15 percent)
- Religious observances (10 percent)

The scope of your inaugural events will determine the number and nature of your subcommittees. But we recommend you begin with the following core subcommittees.

- Installation ceremony subcommittee
- Inaugural luncheon subcommittee
- Inaugural reception subcommittee
- Print and publicity subcommittee
- Local arrangements subcommittee

And, if appropriate to the plans:

- Inaugural dinner/ball subcommittee
- Inaugural symposia/lecture subcommittee
- Inaugural student event subcommittee

Some may think it advisable to establish a separate guest list/invitation subcommittee, but

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ISBN 0-89964-294-2

Printed in the United States of America.

In 1974, the American Alumni Council (founded in 1913) and the American College Public Relations Association (founded in 1917) merged to become the Council for Advancement and Support of Education (CASE).

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Cover illustration by Michael David Brown
Editing by Wendy Ann Larson

Council for Advancement and Support of Education
Suite 400, 11 Dupont Circle, Washington, DC 20036-1261

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Foreword

Throughout my career, I've had the pleasure to take part in several presidential inaugurations. Whether you're marching as an institutional delegate in the academic procession or keeping track of the countless details behind the scenes, you can't help but get caught up in the excitement surrounding such an auspicious occasion.

Admittedly, I've done more inaugural participating than planning over the years, so *Presidential Inaugurations: Planning for More than Pomp and Circumstance* taught me a lesson or two about the institutional commitment and teamwork that make staging a successful presidential inauguration possible. As the handbook's title suggests, inaugural planning involves a whole lot more than the novice inaugural planner or new president may imagine. And Author Joy Viola proves it.

Viola explains two sides of planning a presidential inauguration:

> The fact that an inauguration taxes the full resources of your institution is both a blessing and a burden. It's a blessing because it enables a wide range of individuals to work together on a common venture and feel part of the celebration. It's a burden because everyone must put in extra hours to get the job done. But more than anything else, planning an inauguration is fun.

In 10 example-filled chapters, Viola covers the fundamentals of planning an inauguration—from selecting dedicated committee members and developing an inaugural theme to drafting the invitation list and managing the budget. Throughout the handbook, you'll find duty rosters and checklists to follow, not to mention plenty of advice from experienced colleagues. What's more, Viola devotes an entire chapter to samples of successful inaugural promotions, invitations, programs, and more.

CASE is grateful to the many presidents and inaugural planners—from more than 100 college and university campuses—who responded to our presidential inauguration questionnaire. Indeed, their comments and samples made this important new CASE publication possible. And, of course, we're most grateful to Inaugural Planning Consultant Joy Winkie Viola for compiling the completed surveys, analyzing the responses, and sharing her expertise with us in this comprehensive handbook on planning a presidential inauguration under the best—and worst—of circumstances.

Peter McE. Buchanan
CASE President
February 1993

Preface

How is it possible? I wondered. I stared at the archival file labeled "Inaugurations" and saw nothing in the folder but an inaugural program and a stack of institutional greetings. As vice chair of our inaugural committee, I had gone to our university archives expecting to find a mother lode of reports, formularies, and working papers from the previous inauguration some 14 years earlier. I had worked on that inauguration—and the one before that, so I knew the detailed planning that went into staging an inauguration. But the file contained no working records, no checklists, no notes to tell us where and how to begin. I returned to my office and made my first penciled inaugural note, "Start file for archives."

Two years later, when I retired from my career in higher education and started helping other institutions plan their inaugurations, I found that they too had experienced the empty-file syndrome. So it was that the notes I began as an archival file for my own university ultimately became the framework for this inaugural guide.

During the preparation of this guide to inaugural planning, enthusiastic colleagues across the country encouraged me. I would like especially to thank Jacqueline O'Neill, 1991 Harvard University inauguration chair, who reviewed our CASE inaugural questionnaire and offered helpful suggestions. I'd also like to thank my husband, Dr. Alfred Viola, Northeastern University professor of chemistry, who objectively read every chapter and helped me keep sight of the forest when I began to get lost in the trees. It is my hope that this guide will help inaugural planners steer clear of the empty-file syndrome as they wend their own way toward staging a superb inauguration.

Joy Winkie Viola
Wayland, Massachusetts
February 1993

Introduction

Perhaps now more than ever before, students, faculty, and alumni are questioning the purposes, objectives, and expenses of university ceremonies and special events.—*John S. Bailey* ("Ceremonies and Special Events" in the *Handbook of College and University Administration*, New York: McGraw-Hill Book Company, 1970.)

Once upon a time, I was against all ceremonies. . . . But subsequently I came to favor public events as a way of bringing together all elements of the community. . . . Inaugurations are a chance to think of the institution in its entirety as compared with its constituent parts. They mean a lot to a lot of people.—*Clark Kerr* (CURRENTS, May 1984.)

[It is] inappropriate to spend money on the event when the university is facing a possible $3-million budget cut.—*University of Rhode Island President Robert L. Carothers* announcing the cancellation of his inauguration (*Chronicle of Higher Education*, December 18, 1991.)

To stage or not to stage an inauguration. It's a debate that has spanned decades. What is the purpose of an inauguration? Why is such an event necessary?

Many have written about the societal needs for traditions and the ceremonies that honor them. Within the academic world, the "procession of nobles" that heralds the onset of the installation ceremony has symbolized the pursuit of knowledge since the dawn of the Middle Ages. It is a ceremony that can, if appropriately designed, speak volumes about an individual institution and about higher education in general. A well-planned inauguration can recall the past, celebrate the present, and serve as a harbinger of the future. With the appointment of each new president, a new era begins, a campus celebrates its own intellectual environment, a pride surrounds the pageant of the intellects and the academic platform of ideas. Budget reductions, NCAA probations, and enrollment declines all fade away on campus, and "for one brief shining moment," it is Camelot!

Although the average term of office for today's college or university president is reportedly three to seven years, depending on institutional type, many institutions have had fewer than three or four presidents over the past century. A new president is a landmark in an institution's history. For better or for worse, the institutional community will feel his or her impact for years to come. An inauguration is, therefore, a time of celebration, of hope, of joy—and of the creation of an inaugural committee!

To date, inaugural planners couldn't turn to a definitive reference on inaugurations. Mary Kemper Gunn touched on the topic in *A Guide to Academic Protocol* (New York: Columbia University Press, 1969) as did Editor Asa S. Knowles in the *Handbook of College and University Administration* (New York: McGraw-Hill Book Company, 1970). But both books are out of print. Although some materials have been available through CASE and other higher education organizations, inaugural planners have had to rely most heavily on their own fragmented records and the telephone grapevine.

Most institutions maintain archival copies of inaugural programs, addresses, and invitations,

but only a handful store such voluminous working documents as committee reports, internal memoranda, budget sheets, and invitation lists. Moreover, according to the *Chronicle of Higher Education* (March 29, 1989), the annual turnover rate of public relations officers (30 percent), chief academic officers (24 percent), and chief development officers (33 percent)—those most likely to inherit the responsibility for staging an inauguration—means that in-house experience rarely remains in place from one inauguration to the next.

We've compiled this inaugural planning guide to help new presidents and those who orchestrate their inaugurations because we think inaugurations are here to stay. Presidential turnover seems to support our belief: More than 350 new college presidents are installed in office each year. We believe institutions will continue to stage inaugurations with both fervor and frequency.

To help us prepare this inaugural guide, we sent questionnaires to those colleges and universities that appointed new presidents between January 1990 and January 1992. We received responses from 119 institutions in 35 states. Forty-six percent of the responses came from universities, 45 percent from four-year institutions, and 9 percent from community or junior colleges. Public, private, and church-affiliated (Catholic, Protestant, and Jewish) institutions were all represented among the respondents.

Contrary to statistics on the average institutional president's term in office, our CASE respondents averaged 11 years since their last inauguration. In fact, several institutions indicated, despite many years in operation, that this was their first inauguration. For example, Marquette University, founded in 1881, recently staged its first inauguration in 110 years.

Many presidents, inaugural chairs, and committee members sent us lengthy commentaries, letters, and program samples through which they spoke of their experiences and offered advice. We are indeed grateful for their assistance and the diversity of experiences shared.

Chapter 1

Getting Your Act Together

My first reaction to an inauguration was the same as my reaction to a society wedding: I'd rather elope.—*A new university president*

Congratulations and condolences. You are about to embark on one of the most exhilarating, exasperating, and incredulous experiences of your professional career. You're going to stage an inauguration. Nothing you have ever done before will have taxed your patience, tested your perseverance, or—if done correctly—given you a greater sense of pride than the task that now lies before you.

You may have a president who will take great interest in the inaugural planning and have strong ideas about its implementation. More probably, your president will expect you to advise him or her as to what is appropriate, what other institutions have done, and how much it's all going to cost. You probably don't have a clue as to the first two, and the third is going to shock you. And when the full details begin to emerge, your president may well agree that he or she *would* rather elope.

Faced with difficult economic times, presidents are carefully scrutinizing the importance of inaugurations. Some presidents have opted *not* to have a formal inauguration. Others have combined it with commencement exercises or managed the actual "swearing in" with a minimum of pomp and ceremony. At the University of Missouri-St. Louis, which had staged no previous inaugurations, the campus celebrated the inauguration of the university's sixth chancellor in conjunction with founders day. Other institutions have scheduled the event during homecoming celebration. But the vast majority of institutions follow the tradition of staging, at minimum, some sort of public ceremony and a luncheon, dinner, or reception for those who attend.

Yes, inaugurations are costly, and these are difficult financial times. Inaugurations are also time-consuming, and this is an era of staff reductions. But in the words of the chair of Harvard University's inauguration of Neil Rudenstine, "Running an inauguration is not about running a special event. It's about giving a president a good start." And what could be more important?

At the outset, we must clearly define our terms. People often use the term inauguration to denote the formal ceremony through which a new president officially assumes office—as well as the host of celebratory events that accompany the academic ceremony. This usage is incorrect. The *installation ceremony* is the formal ceremony through which the newly appointed president is formally endowed with the powers and responsibilities of the presidency. The *inauguration* refers to the entire celebration of ancillary fetes, feasts, and functions.

Are inaugurations necessary? Do they serve any real function? Do compelling reasons exist

for subjecting oneself and others to the ordeal of planning inaugural events? The answer is almost always yes. Here are 10 of the most important reasons.

1. Inaugurations celebrate an institution's history and reaffirm its specific mission.

2. Inaugurations provide an environment for the celebration of the age-old tradition of learning.

3. Inaugurations provide an opportunity to showcase the importance of the institution to its community—in all the various ways an institution's leaders may choose to define the term community.

4. Inaugurations offer an opportunity for total community outreach—to friends and to enemies alike.

5. Inaugurations foster the coming together of family, healing of old wounds, and the renewal of ties that bind.

6. Inaugurations represent new beginnings. They permit fresh starts when old paths have gone awry.

7. Inaugurations bring to campus academic, government, and professional leaders whose visits lend prestige to the institution.

8. Inaugurations attract media coverage offering opportunities for the college or university as a total entity to position itself favorably.

9. Inaugurations enable new presidents to publicly establish new institutional goals.

10. And, most important of all, inaugurations force new presidents to write inaugural addresses in which they set forth their institutional visions and priorities for the benefit of all who must now march to the beat of a different drummer.

So let's proceed, because unless you're extremely well-organized, it's probably already later than you think. Here are five rules for getting your act together.

Rule 1: You should have started earlier.

A full-scale inauguration requires a minimum of six months of planning, regardless of the number of people you've assigned to the task. Inaugural planning is sequential with each decision forming a framework for the next. You cannot initiate certain steps until you've completed others. Hence the need to start early.

One of the first decisions you'll need to make is when the inauguration will take place. Much will depend on when your new president takes office and physically establishes his or her presence on campus. There is no set rule about the timing of an inauguration. Any time within the president's first year in office is acceptable. Most inaugurations are held either in the spring or fall probably because winter and summer weather can be more problematic, especially for institutions planning outdoor events. If your inauguration is going to be held in tandem with another event, such as homecoming, you may find yourself locked into a date already determined by the football schedule.

Date selection is critical. You must take great care to avoid scheduling an inauguration that will conflict with other major events in your area, especially if you want the mayor, governor, or other public figures to attend. You'll also need to consult your governing board chair's calendar. His or her presence is essential, and you may find this important participant has a vacation scheduled just when you thought you'd like to stage your inauguration.

Check with your city hall or chamber of commerce for a calendar of events a year in advance. You may want to know that "Phantom of the Opera" will be playing in town during the week of your president's inauguration. You may even want to tie such an event into a cul-

tivation party for out-of-town donors and friends. But you certainly don't want to schedule your inauguration when every hotel, restaurant, and parking facility will be packed with Shriners, the American Legion, or Trekkies holding their national convention!

While the appointment of a new president may immediately sound the inaugural alarm in the public affairs office, it most likely will not be the president's first priority upon assuming office. He or she may even need to be—or want to be—prodded to address the issue. Nonetheless it's the president who must set the wheels in motion by appointing an inaugural committee chair. Initial inaugural discussions will most probably take place between the president and chair of the board of trustees. But the principal role of the trustees is to "show the flag" and attend the installation ceremony and as many other inaugural events as possible.

The hallmark of American higher education is its diversity. As no two institutions are the same, the inaugurations of their presidents will not—and should not—be the same. What is appropriate in one region of the country may be inappropriate in another. What is appropriate for a large research-oriented university will be inappropriate for a small church-related liberal arts college. Given the reasons cited above for staging an inauguration, each institution should plan an inauguration in keeping with its own profile and mission, the goals of its new president, and the economic and political environment in which it functions.

Rule 2: Pick the right chair.

While staging an inauguration is by no means a one-person endeavor, selecting the right inaugural committee chair is essential to the celebration's success. The president usually chooses the inaugural committee chair because he or she must be someone in whom the president has complete confidence and with whom the president can speak candidly and comfortably.

What kind of person makes a good inaugural committee chair? James Stott offered this answer in a May 1984 CURRENTS article, "Your institution needs a benevolent despot to chair its inauguration committee. He or she should have the logistical skills of Hannibal, the guile of Rasputin, the patience of Job, the imagination of H.G. Wells, and the resolve of Attila the Hun. In the typical cast of administrative characters, who best fits this job description? Why the vice president or director of development, of course."

To this we would add the following list of attributes:

- *Clout.* Enough to get the job done when persuasion fails.
- *A mind for detail.* Your chair will have to manage mountains of minutia.
- *Commitment.* Serving as inaugural committee chair is a full-time job. Don't expect your chair to continue his or her usual full-time responsibilities in a business-as-usual manner.
- *A sense of humor.* This is probably the most important asset. Humor can be the elixir that sustains the inaugural committee through its most difficult hours.

If *you* are selected to chair your inaugural committee, you may wish to heed these words of advice from others who have gone before you. "Delegate, delegate, delegate." "Start early. Try to negotiate release time from other duties. If that's not possible, clone yourself." "Get comfortable shoes." "Keep smiling and remember that this too shall pass. What looks like an overwhelming chore is much easier if you take it one step at a time."

Due to the academic nature of inaugurations, many suggest that the inaugural committee chair should come from the academic side of the house. In fact, the opposite is probably true. It's generally better to select an administrator who has experience working with multiple facets of the institution. Most faculty members know little about campus parking, printing, hall capacities, menus, caterers, florists, and mail regulations, let alone such matters as trustee prefer-

ences, major donors, local political rivalries, carpenters' union regulations, key student leaders, and what to do when you have a power failure, snowstorm, or outbreak of measles on campus (all of which have happened at recent inaugurations). Responsibility for the installation ceremony, on the other hand, should always fall to the hands of an academician. It's the single most important event and a ceremony of rich academic tradition.

Rule 3: Appoint committee members who get the job done.

Never appoint an inaugural committee of individuals accustomed to having others implement their directives. Inaugural committee members must be people you would turn to with confidence when a job has to get done by 9 tomorrow morning. They're the faculty who serve on campus committees but still manage to turn in their grades on time, the orchestrators of your commencement exercises, the administrators who always provide more information than you requested, and the financial wizards who find ways to accomplish the impossible. These are the individuals who will enable you to stage an inauguration of which everyone can be proud.

Once the inaugural chair and committee have been appointed, the ball is in their court. The chair should solicit the president's wishes as to the tone and scope—and even the theme—of the celebration. But most presidents feel most comfortable having the inaugural committee chair initiate ideas and advance recommendations. Of course, it is your president's party, so he or she does have veto power over suggestions. But discussions rarely come to such an end. If the inaugural chair briefs the president every week or two, all concerned parties should stay on the right track.

Rule 4: Develop a theme and stick to it.

More often than not, inaugurations are multiple events—some academic, some social. To lend cohesiveness to the overall celebration, it's important to establish a central theme around which all inaugural activities will pivot. The selection of this theme—and the tone it implies—are among your first and most critical decisions. In the words of one of our CASE inaugural questionnaire respondents, "The most difficult aspect of our inaugural planning was building consensus between and among trustee and campus representatives regarding the tone of the event."

Political correctness may not be an issue on your campus. Fiscal responsibility may be the more critical issue. Curriculum reform may not excite the general public, but it may be crucial to your faculty. Declining enrollments, rising state unemployment, state funding appropriations, competition with sister institutions, academic program redundancy in your state (real or perceived), campus crime, a recent scandal, a charge of discrimination or sexual harassment, all may be issues you are forced to take into account when planning your inauguration and selecting a theme.

Plan your theme carefully—and be creative. You'll find a tremendous redundancy and lack of originality in most inaugural themes. The "future" and "excellence" are "in," but one would hope, with a little more effort, creative minds could offer something more. A few recent examples of inaugural themes quickly illustrate the point: "Shaping the Future," "Setting a Course for the Future," "Creating Futures," and "Celebrating a Tradition of Excellence." Not all in-

augural themes are stated as such, but a creative central theme will help enhance the continuity of your inaugural events.

Those initially responsible for establishing the theme and tone, selecting the inaugural committee, and getting preliminary concurrence with the new president on basic inaugural decisions may wish to give thought to the following questions.

1. What is the mood on our campus?
2. Does everyone welcome the new president?
3. What is our local city/state attitude toward higher education in general?
4. What is the attitude toward our institution in particular?
5. Who are the constituencies we need to consider? What are their concerns?
6. What is the economic state of our institution and our community?
7. What national and international issues are affecting our institution and those we serve?
8. What is our new president's agenda? How can this inauguration advance his or her goals?

Rule 5: Define the scope of your celebration.

Inaugurations can get out of hand if you don't carefully monitor your plans. Some offices will want to invite everyone, while others will want to use the inaugural celebration to advance their own objectives. Budgetary considerations will define some parameters, but they by no means define all. Creativity can compensate in many ways for a small budget.

Remember, some inaugurations are "political happenings" and as such require careful attention to political details. Who is included and who is forgotten (or perceived as excluded) on the planning committee or installation ceremony platform and at the inaugural symposium or business leader luncheon are important decisions that can have long-term implications. More than one inaugural committee has gone merrily on its way planning an installation ceremony only to discover a sea of white, male faces at the podium! "But we didn't plan it that way" or "I just never thought of that" are *not* acceptable excuses when inadvertent actions send the wrong message.

The foremost question is, "What is the overall image you want the inauguration to convey?" Is this to be a grand celebration with a cast of hundreds orchestrated to the music of Beethoven's "Ode to Joy" or a quiet family affair? Is your institution a powerhouse of research, a renowned center of the liberal arts, or a community-oriented institution offering pragmatic, technical programs? Whatever your profile, please *don't* define your campus as an "institution of academic excellence." Not only is this currently the most overworked theme in higher education, but have you ever heard any institution admit to being a center of mediocrity? The phrase does nothing to set your campus apart or establish your own institutional identity. Always remember that an inauguration is a statement of identity—your president's and your institution's. Make it a good one.

Chapter 2

Organizing Your Resources

There's no better time to draw together family than when planning an inauguration. Of course, you can't always accomplish this so easily, especially if your campus has experienced recent union disputes, budget reductions, staff layoffs, or your new president was not everyone's choice. But working together is essential, and it can be done. The fact that an inauguration taxes the full resources of your institution is both a blessing and a burden. It's a blessing because it enables a wide range of individuals to work together on a common venture and feel part of the celebration. It's a burden because everyone must put in extra hours to get the job done. But more than anything else, planning an inauguration is fun.

The inaugural committee chair, as discussed in Chapter 1, must be a person of exceptional skills. If you anticipate a large celebration with multiple events, you may wish to consider appointing co-chairs or one or two vice chairs. Then you can divide duties into those functions most closely tied to academic aspects, administrative tasks, and social events.

The structure of the inaugural committee depends on a number of factors. If you're planning a modest celebration involving little more than the installation ceremony and a reception, a small committee will suffice. If, however, you're planning multiple events and a long invitation list, the inaugural committee should number between 20 and 30 people. Our CASE survey of recent inaugurations showed an average committee of 15 persons, but the numbers ranged from a committee of one to a committee of 130!

People power: Appointing your inaugural committee

The first priority in choosing inaugural committee members is to involve the immediate family —your faculty, administration, and students. All have an important role to play and should be represented on the committee. When selecting these individuals, the president and the inaugural committee chair should ask the following questions.

1. Will we plan an extensive academic component, such as symposia, readings, lectures, faculty art exhibits?
2. What functional areas do we need to tap (publicity, printing, campus security, buildings and grounds, food services)?
3. What individuals have the greatest skills in these functional areas?
4. Who always gets the job done?

Remember, the inaugural committee is a *working* committee. It is not a place for those who would like to list the affiliation on their resume but don't have time to do the work.

During the selection of the inaugural committee, you'll encounter your first brush with

institutional turf. Some people will consider it their right to serve by virtue of their title or position on campus. Others will seek a position on the committee as a chance to get close to the new president.

The letter of invitation to serve should come from the incoming president or be worded to suggest that the new president personally requested the individual's participation. This avoids putting undue pressure on the inaugural committee chair, who must maintain a good working relationship with all members of the campus community.

Administrative staff tend to be most heavily represented on inaugural committees because they're usually responsible for staging campuswide events. Faculty, however, should have a major voice in the design of the installation ceremony and planning of any inaugural symposia, lectures, exhibits, or other such academic events.

Encourage students to plan their own celebration with the new president, and invite one or more student representatives to serve on the inaugural committee. Most institutions make important use of student participation in the installation ceremony as well.

This brings us to the role of the extended family—alumni and members of the governing board. Because both are off-campus groups, we recommend that you limit their participation to an ex-officio role. Keep the alumni association president and governing board chair informed, but don't ask or expect them to attend weekly meetings and maintain the active role of other committee members.

For some people, an egalitarian inaugural committee can be a difficult working environment. One CASE respondent wrote, "Our inaugural committee was composed of unequal members—department chairs, members of the board of visitors, vice presidents, as well as students, professors, and alumni. People juggled delicate balances to speak their minds without offending the higher-ups." When this is the case, it's imperative that the inaugural committee chair make it clear at the outset that everyone's thoughts, suggestions, and perspectives are not only welcome, but needed.

In today's town-gown environment, interaction with community leaders is essential when planning an inauguration. You can accomplish this goal in a variety of ways, but you don't have to appoint these representatives to the inaugural committee.

Our CASE survey responses indicated that administrators comprised 31 percent of inaugural committees, with faculty making up 23 percent, and students another 8 percent of overall committee membership. The remaining 38 percent of the committee consisted of alumni, governing board, community, secretarial, and trade and crafts representatives.

We suggest the following organizational structure for the inaugural committee:

- President, ex-officio
- Chair of the board of governors, ex-officio
- Alumni association president, ex-officio
- Inaugural committee chair
- Vice chair(s), if appropriate
- Inaugural committee members
- Subcommittees (inaugural committee members assigned to specific responsibilities)
- Steering committee (inaugural committee chair, vice chair(s), and subcommittee chairs)

Staying on course: Inaugural steering committee

The inaugural subcommittees, the chairs of which constitute the steering committee, should carry out the bulk of the work of the inaugural committee. This interactive structure permits

the steering committee can best handle this vital function with input from members of the overall inaugural committee. For example, members of the print and publicity subcommittee will know which media and government officials to invite, while faculty members of the installation ceremony subcommittee can best locate the names and addresses of learned societies, professional organizations, and leaders of the academic community. The local arrangements subcommittee may wish to contribute names and addresses of major vendors serving the institution, and the symposia/lecture subcommittees can gather the names of academic department heads and other special guests from sister institutions interested in attending inaugural lectures.

Making it a family affair

Today's inaugurations frequently involve community outreach efforts that require carefully planned participations. The scope of such outreach is largely dependent on your institution's in-house resources and your ability to organize those resources well. Look for help from your campus offices of special events, government affairs, or community relations. Although key staff from such offices may be part of the inaugural committee membership, your own campus circumstances may suggest the assignment of some tasks directly to these offices.

While planning an inauguration is often a laboriously detailed endeavor, unforeseen developments are sure to add spark to your labors. A similar experience came for this author during the routine logging of data from the CASE questionnaires—until the day the questionnaire arrived from the University of Southern California. The magnitude of the USC inauguration was unparalleled and, from our perspective, took the prize for creative initiative in staging an inaugural community outreach effort.

The opening paragraph of the USC inaugural committee's final report explained that inaugural planners had been asked "to use the ceremony as a way to bring together the people who have a great stake in the institution: faculty, students, staff, parents, alumni, donors, elected and nonelected government officials, neighbors, and friends of the university." The report continued, "To underscore the importance of all segments of the university working together to accomplish a common purpose and to celebrate shared values, we invited all 40,000 (invitees) to march in the ceremony as official delegates. The fact that more than 6,000 accepted this invitation was a vital feature in the overall success of this event."

In addition to an installation ceremony where the academic procession numbered 6,290 marchers representing all the above constituent groups, attendance at 16 outreach functions scheduled during the three-week inaugural celebration numbered 10,145 persons. (See page 67 for more details.)

Clearly most colleges or universities would not try to emulate an event of this magnitude. But we can all learn significant lessons from the outreach effort USC planners staged. Highlights of their creative thinking follow.

- A wide community of participants were invited, as members of the "Trojan Family," to march in the academic procession. Some 400 neighborhood school children, 2,500 alumni, and parents from across the country were among those who accepted the university's invitation to play a once-in-a-lifetime role in this special USC event. Moreover, voice-overs announced arriving delegations within the procession to make them feel even more special to the university.
- Eleven variations of invitation and confirmation packets personalized communications to these diverse delegations.

• Annual outreach events normally scheduled during this period became part of the inaugural celebration.

• Targeted media representatives were granted one-on-one interviews with the new president, and several get-acquainted luncheons at the USC Faculty Center welcomed selected Southern California editors and publishers.

• About 2,000 people gathered around Tommy Trojan for a commemorative wide-angle photo after the ceremony.

Clearly, the 39 members of the USC inaugural steering and operations committees did not accomplish this extravaganza on their own. And even though the scope of their undertaking far exceeds what most institutions contemplate, their success illustrates an issue fundamental to solid inaugural planning: garnering all institutional resources and motivating the entire institutional community to work together to make a diverse roster of events come together as an integrated whole. We share their story as a tribute to what can be done when, as this chapter title suggests, you go about the business of "organizing your resources."

Chapter 3

Getting Help: Duty Rosters For Inaugural Subcommittees

Inaugurations are complex entities with some attributes similar to traditional campus events ("we've always done it this way") and other attributes unique to the protocols of an inauguration ("but we're doing it this way this time"). For this reason, inaugurations can also become "political" and "turf-testing" endeavors ("but our office always handles such matters, so why is that committee doing our job?"). To avoid these pitfalls—and to make sure nothing falls between the cracks—it's important to delineate committee responsibilities clearly and early in the planning process. To that end, you should prepare duty rosters to distribute at the first or second inaugural committee meeting.

To help you in this process, sample duty rosters follow for five inaugural subcommittees common to most inaugurations. You should draft similar duty rosters for all additional events (symposia, musical events, inaugural ball, inaugural dinner) included in your inaugural plans.

In keeping with the inaugural committee structure recommended in Chapter 2, remember that all subcommittees must forward their recommendations to the steering committee for approvals before booking facilities, committing to menus, or making other autonomous decisions. The key to a successful inauguration is coordination of effort and strong internal communications.

Although the installation ceremony is the subject of an entire chapter (see Chapter 6), the duty roster for the subcommittee charged with its implementation is presented here to emphasize the interaction and cooperation that must take place between the numerous subcommittees and the steering committee.

Guidelines: Installation ceremony subcommittee

This subcommittee will be responsible for planning and implementing all aspects of the installation ceremony, subject to steering committee approval. It is specifically charged with the following tasks.

1. Research and recommend to the steering committee the most appropriate location for staging the installation ceremony. Keep in mind the estimated number of participants and guests; availability of nearby space for robing of the academic procession participants; access for the people with disabilities; available lighting, ambiance, and tone of the hall; suitability for audio-visual transmissions; and proximity to parking and other areas to be used for

ancillary events. If off-campus space is to be used, ascertain availability, costs, and usage restrictions. Upon receipt of approvals, book facility in coordination with the local arrangements subcommittee.

2. Prepare suggestions for the invitation list vis-a-vis special guests from other academic institutions, learned societies, distinguished benefactors of academic programs, community officials, key alumni, and students. Upon receipt of approvals, obtain necessary addresses and forward to steering committee.

3. If a new presidential robe is needed, designate individual(s) responsible for the design and fabrication of the presidential regalia. Check on any personal preferences of the president before proceeding, determine costs, and forward your recommendations to the steering committee.

4. Determine if a presidential medallion, lavaliere, or other such symbol of office is to be designed and fabricated. If so, designate individual(s) responsible for the execution of this task. Determine costs, forward recommendations to the steering committee, and oversee implementation.

5. Research traditional use of other institutional artifacts or insignia of office used in past inaugurations. Determine their physical location, state of repair, and recommend use for current inauguration. Suggest any new "traditions" to be incorporated into installation ceremony.

6. Plan installation ceremony program, roster of platform speakers, use of musical performances or interludes, religious observances, presentation of flags, and nature of academic procession. (The choice of the speaker representing sister institutions is, by tradition, the personal choice of the president, as is the selection of the religious leader offering the invocation/benediction.) Present draft of program to steering committee for its approval and approval of the president. Once approved, this subcommittee is responsible for writing the complete formulary or script for the installation ceremony (see page 51 and Figure 6-5 on page 57). Prepare letters of invitation to all platform speakers for the signature of the governing board chair and, in the case of the two exceptions cited above, for the signature of the president.

7. Determine stage set-up including presentation of platform party, floral arrangements, flags, ceremonial artifacts, lighting, podium, musical performers, and marshals. Determine if any platform party member with disabilities has special needs. Check nearest locations and condition of restrooms available to platform party members and others in the academic procession.

8. Design floor plan for guest seating, reserved seating of president's party and other VIPs, placement of musicians, route of academic procession, and any special effects planned.

9. Advise print and publicity subcommittee of any special text on academic protocols, academic dress, insignia of office, artifacts, traditions, songs, or audience recitations to be included in the printed program. Also confer with this subcommittee on plans for installation ceremony videotaping, lighting requirements, sound system needs, and potential press corps facilities.

10. Coordinate registration, robing, and lining up of delegates and route of academic procession with local arrangements subcommittee.

11. Arrange for marshals for academic procession and ushers for guests. Provide written instructions for both. Establish order of march for academic processional and recessional and subsequent reserved seating at ceremonies. Ascertain locations of access for people with disabilities and designate special areas for participants or guests with Seeing Eye dogs or wheelchairs. Provide special up-front seating and signing interpreter for hearing-impaired guests.

12. Contract with distributor of academic regalia to provide regalia for all your faculty, staff, governing board members, platform party members, and other special participants in the installation ceremony. Establish a referral method for delegates to rent academic regalia. De-

velop procedures (printed in the invitation packet prepared by print and publicity subcommittee) to confirm individuals wanting to rent regalia and those providing their own. Coordinate with local arrangements subcommittee the movement of participants in academic procession after ceremonies and return of rented regalia.

13. Prepare plans for overflow crowd, including closed-circuit televising of the ceremony, if indoor ceremony is planned. Coordinate these plans with the local arrangements subcommittee.

14. If ceremony is to be staged outdoors, prepare inclement weather plan for all aspects of the ceremony (robing, academic procession, movement of guests, etc.) and coordinate plans with the local arrangements subcommittee.

15. Advise local arrangements subcommittee of any installation ceremony special needs regarding construction of staging, draperies, lighting, sound systems, floral arrangements, VIP parking, traffic, medical emergencies, or any special security.

16. Prepare summary report of working papers for your institutional archives.

Planning for special events

Planning an inaugural luncheon and reception involves certain unique considerations. Every campus special events or food service office is familiar with the institution's usual way of entertaining off-campus guests, but planning these two inaugural events is different for two key reasons. (1) The new president may have personal preferences or wish to make a statement through these events regarding the style of entertainment he or she prefers to follow during the new administration. (2) Inaugurations are not everyday occurrences. Inaugurations are at the apex of institutional celebrations. They involve protocols not common to commencements, founders days, homecomings, and the like. They are part of an integrated series of events designed to showcase the new president and the institution as a whole.

In CASE's *Special Events: Planning for Success* (1988), April Harris outlines the major considerations to address when planning luncheons or receptions. The following duty rosters for inaugural luncheon and inaugural reception subcommittees highlight inaugural-specific issues and indicate where collaboration with other inaugural subcommittees is essential to the containment of costs and effort.

Among our CASE questionnaire respondents, 55 percent of those staging inaugurations held an inaugural luncheon, and 30 percent held an inaugural reception. In addition, 30 percent held an inaugural dinner. Inaugural luncheons are usually staged immediately before or after the installation ceremony, giving the president an opportunity to honor delegates of sister institutions, members of the platform party, and special guests in a smaller, more intimate setting. Inaugural receptions, although frequently held immediately after the installation ceremony, may be held at any time during the inaugural festivities and allow the president to greet large numbers of guests including faculty, staff, alumni, students, parents, community leaders, and other guests.

Guidelines: Inaugural luncheon subcommittee

This subcommittee will be responsible for planning and implementing all aspects of the inaugural luncheon, subject to steering committee approval. It is specifically charged with the following tasks.

1. Develop luncheon invitation list (using categories outlined in Chapter 5) and forward recommendations to the steering committee. Obtain president's list of family and special friends to be invited.

2. Select a location large enough to accommodate the anticipated number of guests and one that permits easy access to robing and installation ceremony area. If off campus, obtain all likely costs, availability of dates, usage restrictions, and access for guests with disabilities. Put a temporary hold on the facility and forward recommendations to the steering committee. When approved, book facility.

3. Extend invitations to speakers. Seek president's preferences on religious leader to give luncheon blessing. Also, keep in mind the need to represent all major faiths at the various inaugural events or, if a church-affiliated institution, the need to extend this honor to several church leaders.

4. Develop program and time schedule for luncheon and advise caterer of both. Luncheon remarks can be little more than a welcome, an invocation, a salute to the new president, and a thank-you to guests. While such occasions do permit brief remarks from community and other leaders, don't overburden your guests with speeches. Musical entertainment by students or faculty can also be a nice addition.

5. Prepare formulary for luncheon remarks. Script all speakers and advise them to be brief.

6. Provide information for text for luncheon invitation, reply card for luncheon attendee (and guest if permitted), luncheon tickets (if used), and printed luncheon program. Forward to print and publicity subcommittee.

7. Determine president's menu preferences and then review menus and per-person costs with caterer. Coordinate menu selections with inaugural reception subcommittee and any other subcommittees staging events where food will be served. This will avoid duplication and underfeeding or overfeeding your guests. Be prepared for vegetarian or other special menu requests. Forward menu and budget recommendations to steering committee for approval.

8. Forward inaugural luncheon floral needs to the local arrangements subcommittee to permit coordinated use of flowers at multiple events. If luncheon is to be held off campus, find out if the facility requires you to use a particular florist.

9. Obtain floor plan for luncheon area and diagram set-up indicating location of president's party and other tables reserved for platform party members, VIPs, members of your governing board, and other special guests. Sketch in food delivery and entrance and exit traffic flows, particularly if platform party and others in the academic procession are scheduled to leave the hall before other guests. Indicate podium location and, if appropriate, areas for video camera set-up. Advise local arrangements subcommittee of all equipment needs.

10. Coordinate color schemes with subcommittees planning other inaugural events. Coordinate distribution of inaugural mementos, use of commemorative napkins, and the like with other subcommittee chairs. Forward all recommendations and costs to steering committee.

11. Prepare seating plan and place cards for reserved table guests and system to assign guests to their reserved table. Advise local arrangements subcommittee of name tag needs.

12. Appoint luncheon hosts and hostesses to receive and escort guests when appropriate. Instruct hosts and hostesses on movement of guests from luncheon to academic robing area (if luncheon precedes installation ceremony). Provide space for delegates bringing academic robes—as well as coats—to luncheon and develop system to move coats, if necessary, to installation ceremony area for those wearing robes in the academic procession. (This can be a major procedural snafu if not handled properly.)

13. Advise print and publicity subcommittee of all luncheon photographic needs.

14. Prepare summary report of working papers for your institutional archives.

Guidelines: Inaugural reception subcommittee

This subcommittee will be responsible for planning and implementing all aspects of the inaugural reception, subject to steering committee approval. It is specifically charged with the following tasks.

1. Identify a location appropriate to the number of anticipated guests. If off campus, ascertain date availability, cost, and any usage restrictions. Determine any special construction, sound, lighting, or staging needs. If off-campus facility, determine if you're required to use specific vendors. Make recommendations to steering committee.

2. Draft reception guest list and determine if invitees will be able to bring guests. Forward recommendations to steering committee.

3. Determine decorative theme and tone of event. Decide how to tie the reception into the overall inaugural theme, color scheme, or other continuity factor. If music is to be provided, determine cost of appropriate performers and their availability. If taped music is to be used, verify ability of sound system to handle music *well*. Check on floral, balloon, or other such decorative needs and costs. Forward floral needs to local arrangements subcommittee.

4. If a bar is to be offered, prepare recommendation on cash bar vs. open bar, determine how to screen ages of student invitees, verify insurance coverage, and determine per-person costs. Review menu options and costs and coordinate proposed food offerings with inaugural luncheon subcommittee and any subcommittees planning food at other events.

5. Determine the overall budget required to stage the inaugural reception and forward estimates to steering committee.

6. Forward appropriate reception details to the print and publicity committee for inclusion in inaugural invitation packets.

7. Determine use of name tags at other inaugural events. If reception is first major social event, consider designing distinctive name tags to highlight such constituencies as alumni, community leaders, parents, and delegates from learned societies and other institutions to facilitate conversation and introductions.

8. Decide if guests will receive commemorative items (key chains, coffee mugs, chocolates bearing the institutional seal, matchbooks) and determine costs. Present options and recommendations to steering committee.

9. Determine how president and family will enter reception (formal fanfare, spotlight, public announcement) and structure composition and location of receiving line if planned. Obtain floor plan of reception area and design crowd flow pattern between president's receiving line, food stations, bar, musicians, and seating. Advise local arrangements subcommittee if on-campus event. Advise facility staff if off-campus.

10. Appoint and brief campus staff and students to serve as hosts. Assign one host exclusively to the president's family and another to introduce guests in the receiving line. Set aside a small seating area for the president's family and personal guests.

11. Explore with print and publicity subcommittee the creation of special inaugural exhibits featuring institutional history, past presidents, and the institution today. Consider ways to display the president's numerous congratulatory certificates at the reception. Remember, many off-campus guests attending your reception may have never visited your campus. Exhibits inform and entertain both first-time visitors and frequent guests.

12. Provide a distribution table with campus informational materials for off-campus guests.

13. Prepare a summary report of your working papers for your institutional archives.

Guidelines: Print and publicity subcommittee

This subcommittee will be responsible for the design and publication of all inaugural materials and the coordination and implementation of all on-campus publicity and off-campus media relations associated with the inauguration, subject to steering committee approval. It is specifically charged with the following tasks.

1. Relate inaugural events to the inaugural theme in all print materials, press releases, media promotions, exhibits, and the like.

2. Coordinate all internal and external media coverage, including coverage in your student newspaper and alumni periodical.

3. Develop an overall inaugural proposal for the design, color, and theme of all inaugural print materials. Submit to steering committee for approval.

4. With information provided from the various inaugural subcommittees, assume full responsibility for the preparation of the following items as directed by the steering committee:

- inaugural announcement (a šave-the-date card sent out early);
- installation ceremony invitation;
- response cards and envelopes for delegates marching in the academic procession, faculty/staff/governing board members requiring academic regalia, and guests;
- tickets;
- installation ceremony program;
- instructions to marchers regarding robing area and schedules;
- all other invitations, response cards, and envelopes for inaugural events, such as reception, dinner, ball (some may be combined);
- inaugural luncheon/dinner/symposia programs;
- posters;
- advertisements for campus newspapers;
- souvenir copy of president's inaugural address; and
- inaugural press kits including official photograph of president, biographical statement, institutional background, and a selection of presidential quotes on key issues.

5. Prepare budget for all print items requested and submit budget to steering committee. As these items represent a major inaugural expense, we recommend that you get competitive bids from commercial designers and printers as well as your own in-house publications office and print shop.

6. Work with event subcommittee chairs to arrange appropriate publicity for all events.

7. Present proposal and budget to steering committee for all photography, closed-circuit television, and videotape coverage requested. Assume full responsibility for management of photographers. If video is to be mailed or marketed, obtain design for mailing jacket and develop marketing scenario.

8. Endeavor to set up one-on-one interviews for the president with major radio, television, and newspaper personalities to highlight the president's view on key issues and plans for the institution and its service to the community.

9. Obtain press parking passes, tickets, and any other services required to facilitate media coverage of the installation ceremony and other inaugural events.

10. Prepare inaugural-related exhibits in collaboration with the inaugural reception subcommittee and any other subcommittees requesting exhibits for their events.

11. Keep the campus community informed of plans for inaugural events through posters, fliers, articles in the campus press, and other available means on your campus. Help all members of your campus community feel a part of the inaugural celebration.

12. Assemble all final reports from the working subcommittees and copies of all print materials, press clippings, souvenir photographs, and videos. Send a complete set of inaugural documentation to your institutional archives.

Guidelines: Local arrangements subcommittee

This subcommittee will be responsible for booking all facilities required for inaugural events; all parking, catering, and floral arrangements; and all on-campus physical plant services, including carpentry, electrical needs, and sound systems. It also will be responsible for security, medical coverage, inclement weather plans, equipment rental, signage, and all other such ancillary services necessary for the staging of inaugural events. All arrangements are subject to steering committee approval. Specifically, it is charged with the following duties.

1. Confirm that all facilities reservations are in place and complete any other facility arrangements needed.

2. Reserve appropriate parking for all inaugural events including space for VIP limousines, state cars, guests with disabilities, and reporters/photographers, and television trucks requiring electrical hookups. If any inaugural events are off-campus, negotiate parking agreements with convention centers, hotels, or garages for reduced rates for inaugural guests. Reserve special parking spaces for members of the installation ceremony platform party.

3. Reserve block of hotel rooms for out-of-town guests. Prepare system for handling hotel reservation requests.

4. Forward all necessary details and instructions regarding parking/hotels to print and publicity subcommittee for inclusion in invitation packet.

5. In cooperation with all inaugural event subcommittees, determine catering needs for all inaugural events and negotiate with catering offices on behalf of the inaugural committee. Prepare budgets for the steering committee so it can determine which events warrant the greater per-capita cost and which packages are most cost-effective.

6. Obtain a list of floral arrangements, balloons, or other decorations needed for all events from other subcommittee chairs. Determine which arrangements can be used at multiple events. Obtain bids from area florists. Remember to invite the participation of your own campus greenhouse staff.

7. Arrange for special campus cleaning services, grounds grooming, and the like immediately before inaugural events. Check all planned or ongoing construction for any potential disturbances (cement trucks, temporary power outages, etc.) scheduled near the time/area of inaugural festivities. Take a campus tour, look carefully for unsightly areas such as broken steps. Remember to check graffiti in restrooms that inaugural guests are likely to use!

8. Develop plan for campuswide traffic control, shuttle buses, access for guests with disabilities, and escort services for inaugural guests.

9. Prepare inclement weather plans for all functions in collaboration with event subcommittees. If appropriate, have emergency snow-removal plan in place, plan for transportation of guests from snowy parking areas to inauguration site, and staff telephones to answer snowstorm cancellation queries from off-campus participants and guests. Provide special phone number for last-minute cancellations from platform party members. In the event of extreme hot weather, plan for fans or air conditioning. Have back-up generators available in the event of power outages.

10. Arrange first aid coverage and standby medical personnel for all inaugural events.

11. Arrange coat check facilities for all inaugural events.

12. Set up and staff registration desk for participants in the installation ceremony, inaugural symposia, and any other events. Try to set up a computer system at the installation ceremony registration desk to make any last-minute changes (additions, substitutions, cancellations) among institutional delegates. Prepare any necessary name tags.

13. Secure staff to help in robing area before and immediately after the installation ceremony.

14. Confer with all event subcommittee chairs regarding needs for hosts and hostesses and help secure the necessary personnel. Be sure to use students!

15. Prepare a summary report of your working papers for your institutional archives.

Chapter 4

Calculating Your Bottom Line

The budget for a presidential inauguration reflects—rather than establishes—the scope and tone of the event. In difficult economic times, most institutions are mindful of costs. However, expenditures can quickly get out of hand if you don't follow carefully determined guidelines. If the various subcommittees outlined in Chapter 3 have done their jobs well, the steering committee will have a host of cost options to consider when establishing budget priorities. And priorities there must be.

How much does it cost to stage an inauguration? Eighty percent of the respondents to our CASE survey staged their inaugurations for less than $50,000. But some spent in excess of $250,000. A handful managed to produce an inauguration on a budget as low as $5,000. Others spent that much on the inaugural video. The size and prestige of an institution is not directly related to inaugural costs. Some large, well-known universities have staged modest inaugurations, while other small, lesser-known institutions have staged costly weeklong, event-filled celebrations.

There are three approaches to the budgeting process. Most commonly, institutions establish a special inaugural budget. A few institutions, however, reported that they charged expenditures to line-item budgets within separate departments instead of establishing a separate inaugural budget. Several institutions reported that they relied on external funding to cover inaugural costs. Colorado State University, for example, acknowledged a corporate sponsor for its inaugural luncheon on the luncheon invitation. Howard University inserted a full-page list of corporate sponsors in its installation ceremony program.

If you plan to seek external funding, make sure you consult your development office. You must avoid soliciting a donor for a one-time event when your institution's long-term interests are better served by asking that donor for a major gift in support of your capital campaign. If you're planning paid admission events, such as an inaugural ball, don't forget to incorporate the anticipated income into your budget.

Who establishes the inaugural budget? Although a few institutions indicated that their board of trustees established their inaugural budgets, most reported that the president, a vice president, or the inaugural committee chair had this responsibility. Often times, a vice president and the inaugural committee chair, in consultation with the president, made the decision together. Once established, budget management responsibilities fell to the inaugural committee chair for 53 percent of our respondents. Vice presidents and financial officers were also cited as inaugural budget managers.

If inaugural planners have spent adequate time securing cost estimates and drafting the budget, there's no excuse for your inauguration to go over budget. Indeed, 73 percent of our respondents said they staged inaugurations within budget. But the fact that more than one-

quarter of respondents indicated that they were not able to stay within budget—and some exceeded it by as much as 100 percent—suggests that fiscal problems can develop and should be addressed.

Establishing budget priorities

Three or four inaugural expenditures are absolute givens, and budget planning should begin there. Once you've budgeted these essentials described below, it's wise to establish a roster of priorities for all other proposed expenses. Go ahead and add a few "maybe if we can afford it" items at the end, too. These items have a way of becoming a powerful incentive for tight budgeting in other categories. It also may be helpful to establish priorities within each separate event. You may decide to cut back on food at one event, for example, to afford a more elaborate spread at another, more important event. But before we get too specific, let's take a look at the inaugural essentials.

Invitations. You can't stage an inauguration without inviting guests. How many you invite and the number of events you invite them to will determine a major segment of your budget. Postage is a non-negotiable cost that you can easily calculate. Look for ways to save on printing by using your own campus print shop and seeking competitive bids for printing and design. Every institution surveyed sent out inaugural invitations. The vast majority were multiple pieces involving separate insert invitations to special events with reply cards, reply envelopes, and, in some instances, return postage. This is one area where inaugural planners can get carried away and quickly spend thousands of budget dollars. Multiple invitation cards to multiple events are costly to print, costly to assemble, costly to mail, and costly to monitor when replies come in. Simplify, simplify whenever possible.

Installation ceremony program. If you want everyone to know the names and numbers of the players, a printed program is essential. Moreover, most institutions view the installation ceremony program as their principal print piece. The nature of the printed programs varies widely. Some are one-color pieces that provide little more than a guide to the ceremony and a biography of the new president. Most, however, are more elaborate programs detailing academic traditions, institutional history, profiles of past presidents, a schedule of inaugural events, and a variety of other subjects.

Presidential lavaliere/academic regalia. The installation ceremony constitutes the official taking of office, and at most institutions (88 percent of our respondents), the presentation of the presidential lavaliere or medallion was the highlight of the ceremony. Because many institutions let each president keep his or her medallion upon retirement, you may have to budget for the cost of a new lavaliere for your incoming president. What's more, many institutions have distinctive academic gowns—and presidential gowns have traditions of their own—so you may need to budget for the cost of presidential regalia, too.

All other aspects of budget planning are optional and dependent upon the scope of the events you've planned. Most institutions hold a reception, luncheon, dinner, or ball in honor of the new president, but some do not. Many institutions also stage symposia, concerts, exhibits, and special events for alumni, students, and the community, but some don't. Others feature religious services, prayer breakfasts, open houses, campus tours, and press events, but some do not. Nearly 50 percent of our respondents produced inaugural videos as well, but conversely, 50 percent did not.

As previously mentioned, inauguration budgets have been reported from $5,000 to in excess of $250,000, but budget figures alone don't tell the whole story. *Our survey clearly in-*

dicated no direct ratio between the inaugural budget and the number and nature of events and publications produced. For example, the following three institutions had strikingly different invitation lists, rosters of events, and budgets, according to the categories provided on our CASE questionnaire.

- A Midwestern university sent out more than 60,000 invitations; had 211 marchers in the academic procession; and hosted a luncheon, dinner, ball, religious service, and symposia on a budget of $150,000-$199,000.
- A West Coast institution mailed out 10,000 invitations; had 200 marchers in its academic procession; and hosted a luncheon, dinner/dance, symposia, student events, and special exhibits on a budget of $100,000-$149,000.
- A Southern community college reported 650 invitees and 200 in the academic procession; rented space at a convention center for the inaugural reception; sponsored a visiting pantomime performance; produced an inaugural video, press kits, and installation ceremony program; designed a new institutional artifact for the installation ceremony; and said-"special seating" was its worst problem—all on a budget of $6,733.

Geographic locale can account in part for some of these cost variations. A rural institution in the Midwest reported staging a CASE award-winning event for an all-inclusive cost of $14 a person. A guest attending a college inauguration in Boston's fashionable Back Bay had to pay that much just to park the car for the afternoon. Printing and food costs vary considerably from one region to another. The nature of "acceptable" menus also varies. Institutional traditions may be such that a menu considered lavish at one institution would be thought mundane and unimaginative at another. But often "necessity is the mother of invention," and in the words of the enterprising Southern community college inaugural committee chair, "I called on my friends and called in every green stamp they owed me to set up an inauguration on 30 days notice with the most modest of budgets possible."

It's impossible, therefore, to offer a sample inaugural budget applicable to institutions with different traditions undertaking different activities in different geographic regions. But we can offer the following cost-saving tips, sage advice from others who have gone before you, and a checklist of budget categories and line items to consider as you begin your own inaugural budget planning.

Trimming expenses

The variation in inaugural budgets suggests that you can find plenty of places to trim costs. Here are a few suggestions.

- Try to estimate attendance so as not to overbudget or underbudget food costs and rental fees for tables, chairs, and linens.
- Critically review all food and bar costs, consider alternatives to alcohol, and substitute local produce for exotic imports. Get several bids from caterers and let them know you're doing so.
- Explore the possibility of donated services, flowers, and entertainment.
- Offer your institution's services and resources to other community groups in exchange for their help with your inaugural needs.
- Investigate the cost of using nontraditional facilities for social events.
- Stage a competition among students and faculty for inaugural visual designs.
- Use your own print shop for invitations and inaugural event programs.
- Don't put stamps on all reply envelopes.

- Compare the cost of buying vs. renting. You may be surprised at the outcome.
- Explore innovative ways of using (and reusing at multiple events) low-cost floral/greenery arrangements and find out what's available at your own campus greenhouse.
- Showcase your student/faculty/staff/alumni entertainment whenever possible.
- Seek a grant to underwrite a presidential lecture series, kicked off during inaugural week festivities, as an alternative to a big-name speaker.
- Never underestimate the abilities of your shop and maintenance personnel to create staging, backdrops, signage, and even such works of art as a college mace. Given the chance to make an important contribution, they may well astound you with their creative talents.

Learning from experience

After seeking considerable quantitative data from institutions that recently staged inaugurations, we asked our questionnaire respondents what three major points of advice they would offer a new inaugural committee chair. Several offered financial advice.

> With the current public sensitivity to conspicuous waste in public institutions, determine your budget and inaugural activities very carefully. It can and should be a wonderful celebration of your academic tradition. But don't go overboard and turn it into a coronation and risk losing public support.—*A community college*

> Write a budget as soon as possible and make sure the president, the board, and finance officers are aware of the costs involved.—*An Eastern liberal arts college*

> Be certain you have a clear, financial commitment.—*A Southern university*

> Require each subcommittee to prepare detailed recommendations. Use these detailed reports to set budget requirements.—*A minority institution*

> Identify private/corporate sponsors and secure private funds to underwrite the entire event.—*A Western state university*

> We solved a prevalent sense among faculty members that an inauguration is a waste of time and resources—at a time of financial stress—by soliciting donations from supporters.—*A Southwestern state university*

> Request 50 percent more of a budget that you originally thought—you will need it.—*A Southwestern university*

> Be sure that an effective budget control officer is on the committee who will be able to provide current information on expenditures.—*A church-related college*

> Avoid ordering too many printed items and too much food.—*A Midwestern college*

> Budget for and hire clerical assistance for typing, telephoning, and follow-up work, thereby allowing more time for committee members to plan and implement the other tasks needed.—*A Mid-Atlantic state university*

Do the events that you plan well. Bigger is not always better. Our inauguration was accomplished with approximately $7,500. An inaugural day with lots of class can be accomplished on a low budget.—*A Southern university*

Keep your aspirations in line with your budget limitations and openly address faculty and staff concerns about the amount of money being spent on the inauguration given other pressing needs of the college.—*A West Coast college*

Due to the economic situation, we opted for a simple ceremony. We had a warm and personal "family" ceremony with no delegates other than those from our student groups. All of the speakers were local or from our board of regents. The university choir provided the music. Even the plants on stage were from the university greenhouse. The reception on the mall—complete with finger foods and nonalcoholic punch—was open to the public. Even then, there were complaints that we were bound to have spent too much money!—*A Southwestern university*

Realize at the beginning that you won't please everyone. There will always be those who grumble that you are doing too much—or too little—and that the event is a waste of time and money. But with the consultation of your board and the new president, just plunge in and do it. Everyone has a good time, and it is well worth the effort for public relations.—*A church college*

Inaugural budget planning checklist

The following checklist is based on the Budget Planning Checklist prepared by April Harris for the CASE publication, *Special Events: Planning for Success*. We've augmented April's checklist to include expenditures indigenous to an inauguration, and all line items cited reflect actual expenditures incurred during recent college and university inaugurations. Not all items will apply to every inauguration. Applicability will depend on the number and nature of your events, the need to use off-campus facilities, and the scope of your inaugural festivities.

1. Insignia of office, academic artifacts, and regalia

- ☐ presidential lavaliere/medallion
- ☐ presidential academic regalia
- ☐ restoration, cleaning, or purchase of other artifacts to be used in the installation ceremony (see page 48)

2. Publicity/design and printing

- ☐ official presidential photograph
- ☐ fee for inaugural design concept
- ☐ inaugural letterhead and envelopes
- ☐ save-the-date announcements and envelopes
- ☐ invitations and envelopes
- ☐ special event invitation inserts and reply envelopes
- ☐ instructions to delegates marching in academic procession
- ☐ installation ceremony program
- ☐ programs for other inaugural events

- ☐ press kits
- ☐ press releases
- ☐ tickets
- ☐ maps
- ☐ parking guides
- ☐ posters
- ☐ directional/instructional signage
- ☐ name tags and holders
- ☐ place cards
- ☐ photographer's fee
- ☐ commemorative prints for post-event mailing
- ☐ video production
- ☐ taping/transcribing events
- ☐ duplicating

3. Postage

- ☐ save-the-date announcements
- ☐ invitations (check weight)
- ☐ reply cards
- ☐ press announcements
- ☐ general correspondence
- ☐ post-ceremony mailings of inaugural address, videos, acknowledgments of formal greetings from sister institutions, etc.
- ☐ mailhouse charges (including in-house overtime charges)

4. Inaugural office expenses

- ☐ data processing of invitation list
- ☐ addressing of envelopes, whether hand-addressed or computer-printed
- ☐ labels for American Council on Education presidents list (see Figure 10-24 on page 114)
- ☐ other special mailing lists purchased from accrediting or professional associations and learned societies
- ☐ additional staff (temporary clerical, staff/students)
- ☐ inaugural committee office telephone installation, monthly charges/long-distance calls
- ☐ office supplies
- ☐ committee materials
- ☐ express mail charges
- ☐ duplicating
- ☐ coffee, soft drinks at committee meetings
- ☐ consultants' fees

5. Symposia/exhibits/entertainment

- ☐ speaker fees
- ☐ performer fees
- ☐ promoter fees
- ☐ special construction needs
- ☐ special equipment needs
- ☐ signage needs

6. Facilities/equipment rental

- ☐ rental of off-campus facilities
- ☐ provision of back-up (inclement weather) facilities
- ☐ hotel accommodations for VIPs
  - ☐ number of rooms ☐ rate

Rental (or purchase) of the following:

- ☐ flooring (including dance floor)
- ☐ carpeting
- ☐ drapery
- ☐ backdrops
- ☐ risers
- ☐ access ramps for guests with disabilities
- ☐ lectern
- ☐ ropes/stanchions/fencing
- ☐ tent
- ☐ canopy
- ☐ outdoor heaters
- ☐ air-conditioning units
- ☐ umbrellas
- ☐ lighting
- ☐ walkie-talkies
- ☐ audio-visual equipment
- ☐ slide/film/overhead projector
- ☐ VCRs
- ☐ television monitors
- ☐ tape recorders
- ☐ sound system
- ☐ screens
- ☐ projector carts
- ☐ extension cords
- ☐ tables
- ☐ chairs
- ☐ props
- ☐ coat-check facilities
- ☐ special electrical or telephone hookups (for ceremonies or television crews)
- ☐ outdoor toilets
- ☐ trash containers/dumpsters
- ☐ set-up charges for individual events
- ☐ clean-up charges for individual events
- ☐ overtime charges (especially for weekend events)

7. Food service

Event	*Number of persons*	*Cost per person*
breakfast	_____	_____
luncheon	_____	_____
dinner	_____	_____
reception	_____	_____
ball	_____	_____
coffee breaks	_____	_____
cocktail hour	_____	_____

- ☐ wait staff
- ☐ bartenders
- ☐ rental of formal attire for wait staff
- ☐ gratuities
- ☐ overtime charges
- ☐ rented table service
- ☐ rented table linens
- ☐ test meals

8. Decorations

- ☐ flowers
- ☐ corsages, boutonnieres
- ☐ balloons, ribbons
- ☐ flags
- ☐ table decorations
- ☐ rental of plants
- ☐ lanterns, candles
- ☐ props

9. Public safety

- ☐ security
- ☐ medical personnel
- ☐ first-aid station
- ☐ insurance
- ☐ special permits
- ☐ transportation
- ☐ vans
- ☐ buses
- ☐ parking
- ☐ valets

10. Miscellaneous

- ☐ special insurance
- ☐ VIP travel, parking, or other expenses
- ☐ inaugural souvenirs
- ☐ gifts
- ☐ extra staff
- ☐ obligatory complimentary tickets to paid admission events (symposia, inaugural ball, etc.)

Chapter 5

Inviting Your Nearest And Dearest

The invitation process is the most complex, most time-consuming, and more often than not, most exasperating aspect of staging an inauguration. It's also a process that must begin the moment you establish the inaugural committee. Whom you will invite to what, how "deep" your invitation list will go, and how "representative" or "selective" it will be will probably give rise to the first major differences of opinion among your inaugural committee members. At your organizational meeting, therefore, you must bite the bullet and begin to address the numbers and categories of individuals who constitute your institution's nearest and dearest friends. (Anyone who has ever planned a wedding will discover a number of similarities when drafting an inaugural invitation list.)

Marking your calendar: Save-the-date announcements

To ensure attendance from the people you most want at your inauguration, you may want to send out a save-the-date announcement in letter or post card format as soon as you've determined your inaugural date. This enables people to reserve the date for your inauguration months before you've mailed formal invitations. Don't forget to send save-the-date announcements to the people you're inviting to serve as key platform participants, too.

If the installation ceremony is scheduled to take place during normal class hours and classes will be cancelled so students and faculty can attend, you should send a letter so stating to faculty members early in the academic term so they can modify their lecturing and examination schedule as needed.

Drafting the invitation list

Cumbersome as it may be, you can generate a lot of good will by asking various institutional constituencies to suggest a roster of invitees. Because your college or university serves many publics and your faculty, staff, and governing board members move in diverse circles, their suggestions will be helpful. Moreover, as the chair of the Brandeis University inaugural committee noted, "By structuring an inaugural committee that represented all facets of the university community, we found that our committee members gave us names of significant in-

dividuals who might not otherwise have fit into any of our invited categories."

If space factors are a real consideration, you may need to begin with numbers and then move to categories of invitees, establishing priorities as you go. On the other hand, if you can accommodate thousands, begin with categories of invitees and let the numbers fall where they may. Or if you have to limit the number of guests at the installation ceremony but wish to include others in the festivities, draft one invitation list for the installation ceremony and another—or several others—for ancillary inaugural events. In the words of one CASE respondent, "When in doubt, invite rather than leave out potential invitees. No wicked fairy ever cast an evil spell because she *was* invited."

Your invitation list should reflect the goals and themes outlined in Chapters 1 and 2. Review once again the 10 most compelling reasons for staging a presidential inauguration and note which of these are most appropriate to your circumstances. If the "coming together of family" is your principal objective, your invitation list should consist, primarily, of an internal audience. If, however, community outreach is your objective, you should lace your invitation list with a host of community representatives.

Your inaugural theme also will influence your invitation list. If you've chosen a global theme, for example, representatives of embassies, the consular corps, international businesses and organizations, as well as international faculty and students should rank prominently among your invitees. When inviting presidents of overseas institutions with which you may have a special relationship—or any overseas guests—be sure to inform them that you are, unfortunately, unable to cover their expenses. In some cultures, an invitation may be interpreted as an offer to pay airfare and expenses!

If yours is a church-related institution, you may wish to invite religious leaders of other faiths along with your own denominational leadership.

Invitation lists are sure to vary from one institution to another, but here are five tips to help you get started.

- Fifty-seven percent of all CASE questionnaire respondents invited 3,000 people or fewer.
- An additional 14 percent invited 3,000-5,000 people.
- Eighteen percent invited 5,000-10,000 people.
- Only 6 percent invited 10,000-20,000 people.
- Among respondents, only five institutions—Howard University, Drew University, the University of Southern California, Harvard University, and Marquette University—invited more than 20,000 guests. Marquette recorded the largest number of invitees with a total of 61,000 people receiving invitations to inaugural festivities.
- More than 90 percent of all questionnaire respondents invited all members of their faculty, staff, and governing boards to the installation ceremony, but a few elected to invite only representatives of these constituencies.
- Eighty-five percent invited all students to attend the installation ceremony.
- Some 48 percent invited all alumni to attend.
- Eighty-two percent invited the governor of their state, and 94 percent invited the mayor of their community.
- Most respondents were selective about inviting members of Congress and state legislators.

Inviting sister institutions

One of the most common concerns is how many sister institution representatives to invite. The answer, in large part, will depend on how large you want your academic procession to

be. Be advised, however, that many institutions will send written greetings rather than a campus official or alumni representative. Geographic location, access to a major airport, availability of alumni in the area, time of year, and weather considerations are major factors in determining whether an institution will elect to send an official delegate.

An invitation to 3,600 colleges and universities usually results in no more than 5 percent actually sending a representative to the ceremony. If the purpose of inviting other institutions is to inform them of the change in your presidency, consider sending announcement cards in lieu of invitations. Fifty percent of our respondents indicated that they confined their institutional invitations to representatives of selected two-year and four-year institutions in their state or geographic region. Forty-one percent invited selected institutions among the 1,900 four-year institutions in the United States, and 34 percent invited representatives of selected institutions within the nation's 3,600 colleges and universities. Only 3 percent sent invitations to every college and university in the country.

Given the frequency with which institutions change leadership, it's best to contact the membership division of the American Council on Education in Washington, DC, for an up-to-date list of college and university presidents. You can buy lists and/or labels for all 3,600 colleges and universities in the United States or for smaller categories of your own choosing. (We've included a sample order form in Chapter 10, see Figure 10-24 on page 114.)

Washington College in Maryland found a creative way to increase the number of institutions represented at its inauguration. Of the 450 institutions invited, 120 sent representatives. The inaugural committee chair explained the procedure:

> We made a concerted effort to identify and contact possible delegates. The new president, the development office, alumni office, and faculty and administrators were asked to suggest delegates from other institutions. The routine was time-consuming—a possible delegate would be identified, the institution telephoned with the suggestion, and we often sent a follow-up mailing. But we found that many institutions appreciated the help identifying a delegate, and our phone calls also helped increase awareness of Washington College and our new president. Another effective addition was made possible by suggesting that Washington College administrators, who would not otherwise have been in the academic procession, represent their institutions. Our efforts swelled the numbers of delegates and made for good public relations.

Inviting political leaders

While most institutions invite the governor and mayor to attend, if not participate in, the installation ceremony, the practice diverges when it comes to other elected officials. Seventy-five percent of our respondents invited both their United States senators, but only 56 percent invited all their U.S. representatives, and 57 percent invited only selected state legislators.

Although some may think public institutions have a greater interest in inviting legislators and other local politicians, private institutions are also dependent on such individuals for land-development permissions, building permits, allocation of state moneys for student financial aid, and a host of town/gown issues. Ever mindful of the Harvard inaugural chair's remark that inaugurations are held to "give the president a good start," inaugural committee members should give careful consideration to their list of "nearest and dearest" political invitees—and those they'd like to add to that category.

The following categories of invitees represent external and internal audiences most commonly invited to inaugural events. Review these categories carefully when drafting your own inaugural invitation list.

Caveat Emptor: You may choose to invite "everyone" or only selected representatives. If making selections, remember to maintain a balance. For example, don't "go deep" and invite everyone in one category of community leaders and only the elected or appointed leaders in another. Perceptions are often more important than realities. If you appear to be currying favor with one group over another, your community outreach efforts may backfire.

External audiences

- U.S. college and university presidents
- Presidents of foreign colleges and universities that have special affiliations with your institution
- Learned society representatives
- Accrediting agency representatives (regional and professional)
- Professional organization representatives
- External foundation representatives
- United States senators from your state
- United States representatives from your state
- State legislators
- Other state officials
- Governor of your state
- Mayor of your city/town
- City council members and other city officials
- Community leaders
- Minority community leaders
- Key business leaders
- Religious leaders
- Heads and principals of key secondary or "feeder" schools in your area
- Media leaders (as opposed to the working press)
- Vendors servicing your institution

Internal audiences

- President's personal list of family and friends
- Members of your institution's governing board
- Past presidents and chairs of the board of governors (or their widows/widowers if the board member is deceased)
- President of alumni association board of directors
- Faculty
- Administrators
- Staff
- Students
- Parents (especially the president of your parents club/association)
- Alumni

- Retirees of your institution
- College advisory board members
- Friends and major donors to your institution
- Honorary degree recipients (a frequently overlooked group)
- Emeritus professors
- Former presidents and/or spouse (if deceased)
- Presidential search committee members
- Inauguration committee members

Howard University, Marquette University, the University of Southern California, and the University of Virginia all shared their categories of invitees with us. Here are a few other categories to consider.

- Elected officials from several states
- Presidents of special categories of institutions (Catholic colleges and universities, Big Ten schools, NCAA Presidents Commission, etc.)
- President of the incoming president's alma mater
- Your own alumni members of Congress
- Former members of your governing board
- Former governors
- University directors of admission
- High school counselors

Doubling their pleasure

Having determined the categories of invitees representing your most important constituencies, you must then decide which of your guests will be able to bring their spouse or other guest. This single factor has the potential to double the number of attendees at any given event. Consider your decision carefully within the context of your facilities and your budget!

Sorting out mailing lists: mechanisms and matrices

Colleagues at the University of Southern California voiced a concern in their final report that many of our CASE questionnaire respondents shared. "Because our mandate was to reach broadly into the university community and involve as many people as possible, the formation of mailing lists became the most critical part of the process. Our goal was to identify 40,000 names in order to generate attendance from 5,000 people. This was a very difficult undertaking that exposed weaknesses in our system of maintaining connections with our most important audiences."

The inaugural committee chair at the University of San Francisco cited the most difficult aspect of his inaugural planning: "organizing and updating our various mailing lists and ensuring that each category received the right invitation. Hence, I developed the attached spreadsheet." (See Figure 5-1 on page 36.)

Many respondents spoke of their difficulties finding correct addresses and sorting out duplications. Institutions hosting small inaugurations usually make do with manual methods developed for commencements and other major ceremonies. But anyone hosting a large number of guests will need to develop a computer-coding system to pull out duplicate listings. A sobering example: An alumni leader who is also a major donor who serves on an institutional

governing board will appear on three separate invitation lists—one from your alumni office, another from your development office, and a third from the secretary to your governing board.

When compiling your invitation list, keep in mind the following rules of thumb.

- Check with your alumni and development offices to find out if their database(s) can generate lists that will avoid duplication, that is alumni donors. Run an alphabetical list to facilitate checking off responses as replies come in.
- Keep the list of college and university presidents separate because this list is not likely to duplicate other lists.
- Keep special categories of invitees together, but run a master alphabetical list to check for duplication of names within the merged lists.
- Explore the possibility of running computer-printed envelopes—not labels (for greater accuracy and less staff time)—and try to match the typeface with the one used on invitations.
- Hand address invitations to people on the president's personal list.

Preparing an accurate invitation list is usually the single most time-consuming inaugural task. All members of the inaugural steering committee and the various subcommittees must be expected to help. You can assign categories of invitees to individuals for address research, but there then begins the awesome task of merging several lists and pulling duplications.

While you're having your computer program written, you'll need to create a matrix or chart of who's invited to what (see Figure 5-1 on page 36). And you'll need to code responses to facilitate event and food service planning. As the time draws nigh, we can guarantee that your president will ask, "Which members of the governing board have replied? Have you heard from the Congressional delegation? Has the XYZ Foundation responded?" If you tabulate invitee responses by categories as they come in, you'll be able to answer these questions. Of course, that means you must also track regrets from key constituencies, such as members of the governing board, political leaders, and anyone else your president deems important.

At Grinnell College in Iowa, the author of its postinaugural guide offers this advice to future inaugural workers: File reply cards by constituency, such as delegates of other institutions, president's family and friends, alumni/donors, and the like. "This procedure is critical in keeping track of who is coming and to what event(s). The cards are also used as the definitive record for listing names of institutions and delegates in the printed program."

At Howard University, inaugural planners developed a computer program "to keep track of delegate responses and institutions sending greetings. This program provided mailing labels and was used by the printer for preparation of the program."

Every campus has its computer "whiz kids." Consult them, seek their assistance in designing the most appropriate program for your particular needs, and then sit back and watch the enthusiasm with which they will tackle the task. What's more, they will feel proud to be a part of the inaugural planning festivities.

Inviting by numbers

Producing inaugural invitations and their many enclosures has a way of getting out of hand. Samples from one institution featured a total of 14 pieces. Too many inserts are costly, difficult to assemble, and more often than not (as items tend to look alike for continuity), confusing to recipients. We once again state the admonition to "simplify, simplify."

The number of inaugural events planned, of course, has a major impact on the number of mailing pieces. But it's usually not necessary to have an individual reply card for each event or an individual envelope for each reply card. Moreover, although double carrier envelopes

are proper for formal invitations, we received only one invitation packet that used two envelopes.

Printing and postage costs are major inaugural expenditures. But you can reduce both if you make a creative effort to incorporate details of multiple functions on a single piece. You also can trim printing costs, while still giving the impression of multiple colors, through the judicious use of ink screens and colored paper stock. Always remember to weigh a mock-up of the invitation packet before going to press. You may find that the weight of your invitation is just over a costly borderline, and a simple adjustment may enable you to reduce the weight and save on postage.

Items most commonly incorporated in an inaugural mailing follow:

- Invitation to installation ceremony
- Delegates' response card
- Reserved seating cards for installation ceremony
- Information for guests participating in the academic procession
- Information regarding accommodations at area hotels
- Invitations to ancillary inaugural events
- Tickets to inaugural events
- Schedule of inaugural events
- Reply cards to multiple events
- Campus map and parking information

Colleagues at Harvard University provided the only example we received of a "Confirmation of Reservations" sheet sent to all respondents (see Figure 10-9 on page 95).

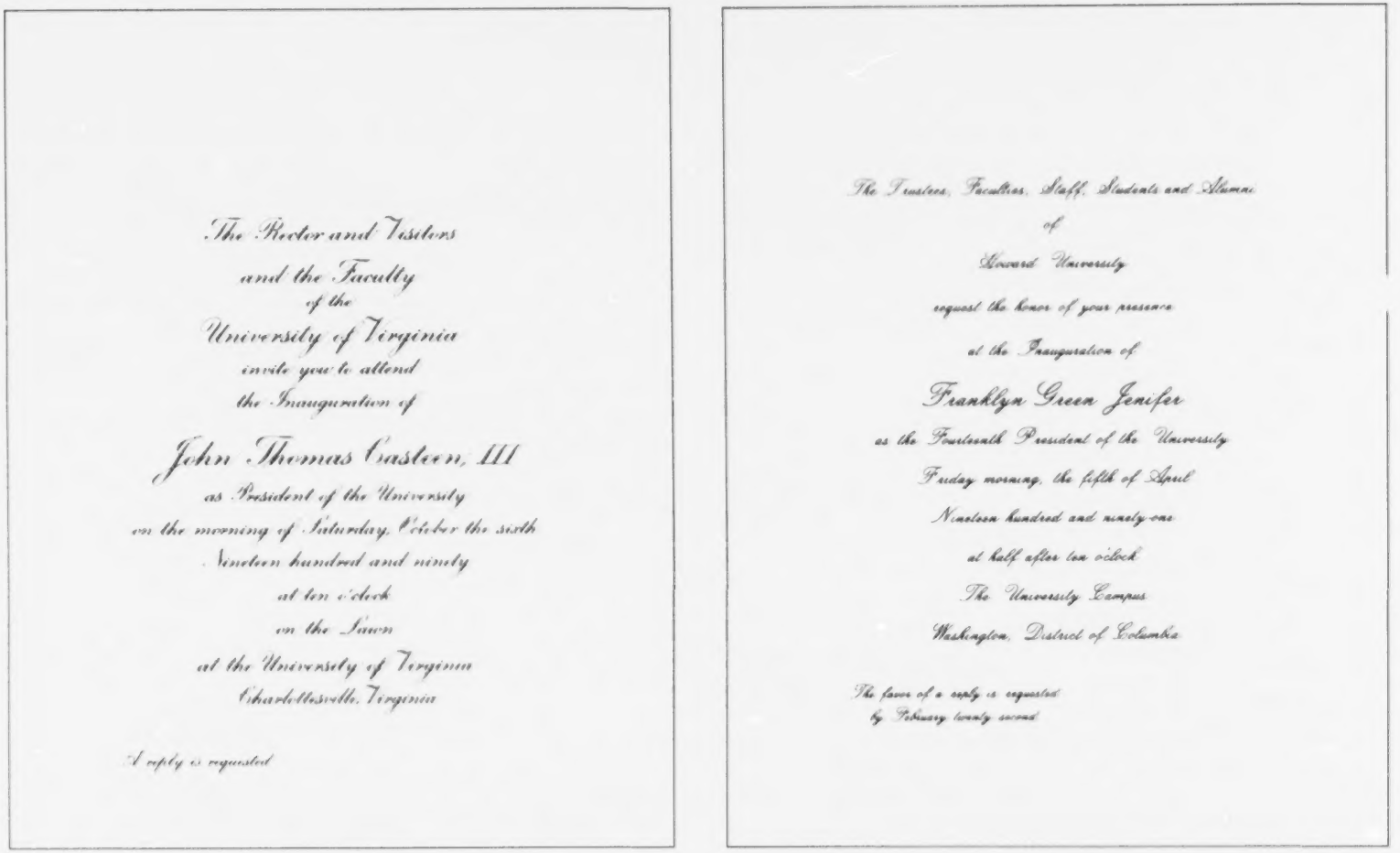
In lieu of formal invitations, many institutions extended installation ceremony invitations to their faculty, staff, and students via letters, fliers, or announcements in the campus newspaper. Harvard President Neil Rudenstine's October inauguration enabled the university to invite students with a special letter and ticket enclosed in their fall semester registration packets (see Figure 10-5B on page 90).

Designing invitations

The governing board or the board of trustees—often in conjunction with faculty and other members of the community—extend the invitation to the installation ceremony. The following examples (Figure 5-1 on page 36) illustrate common variations in wording. If you're inviting all guests to a reception after the ceremony, you can mention the reception on the invitation itself. If not, you will need to include a special reception card and reply card. You will also need to tailor invitations and reply cards for other inaugural events to fit your guest list.

When designing your delegate response card, always remember to place the name of the institution and the year of founding on the first line. This is important for two reasons: Your installation ceremony program will list institutions chronologically by year of founding, and you will be better able to handle last-minute delegate substitutions or additions when your listing is alphabetical by institution. By the way, experience has taught us that many alumni delegates will not know the year of founding of their institution. So have your own checklist ready. The University of San Francisco delegate response card features the most commonly used text and appears at the end of this chapter as an example (see Figure 5-3 on page 39). You'll find additional examples of invitational materials included in Chapter 10.

Figure 5-1: Inaugural invitations from the University of Virginia and Howard University



The Rector and Visitors
and the Faculty
of the
University of Virginia
invite you to attend
the Inauguration of

John Thomas Casteen, III

as President of the University
on the morning of Saturday, October the sixth
Nineteen hundred and ninety
at ten o'clock
on the Lawn
at the University of Virginia
Charlottesville, Virginia

A reply is requested

The Trustees, Faculties, Staff, Students and Alumni
of
Howard University
request the honor of your presence
at the Inauguration of

Franklyn Green Jenifer

as the Fourteenth President of the University
Friday morning, the fifth of April
Nineteen hundred and ninety-one
at half after ten o'clock
The University Campus
Washington, District of Columbia

The favor of a reply is requested
by February twenty second

BEST COPY AVAILABLE

Keeping up with deadlines

Murphy's Law says that what can go wrong will, and you can be sure that some plans will go awry. For example, inaugural planners can count on long discussions about the inaugural theme, invitation design, and who's on which invitation list as well as a flurry of last-minute calls from institutional delegates who "just got a call from my alma mater asking me to attend your inauguration." With that in mind, give yourself adequate lead time when planning the production and mailing of your inaugural invitations. Here's a timeline to help you stay on track.

Six months ahead: Design invitation packets, obtain bids from printers, establish delivery date, and arrange to receive envelopes in advance. Send out save-the-date announcements.

Four months ahead: Design computer program to accommodate mailings and responses. Send letters of invitation to platform participants and class cancellation letters to faculty.

Three months ahead: Print invitations and begin addressing envelopes.

Six weeks ahead: Mail invitations.

Three weeks ahead: Mail final information to participants (if not included in invitation packet) regarding parking, registration, delegate assembly areas, and the like.

One week ahead: Close reservations. People will still mail in late replies and call in right up to and including the day of your event, so be prepared to handle these late respondents. Smile, grit your teeth, and remember, you invited them because they are your "nearest and dearest friends."

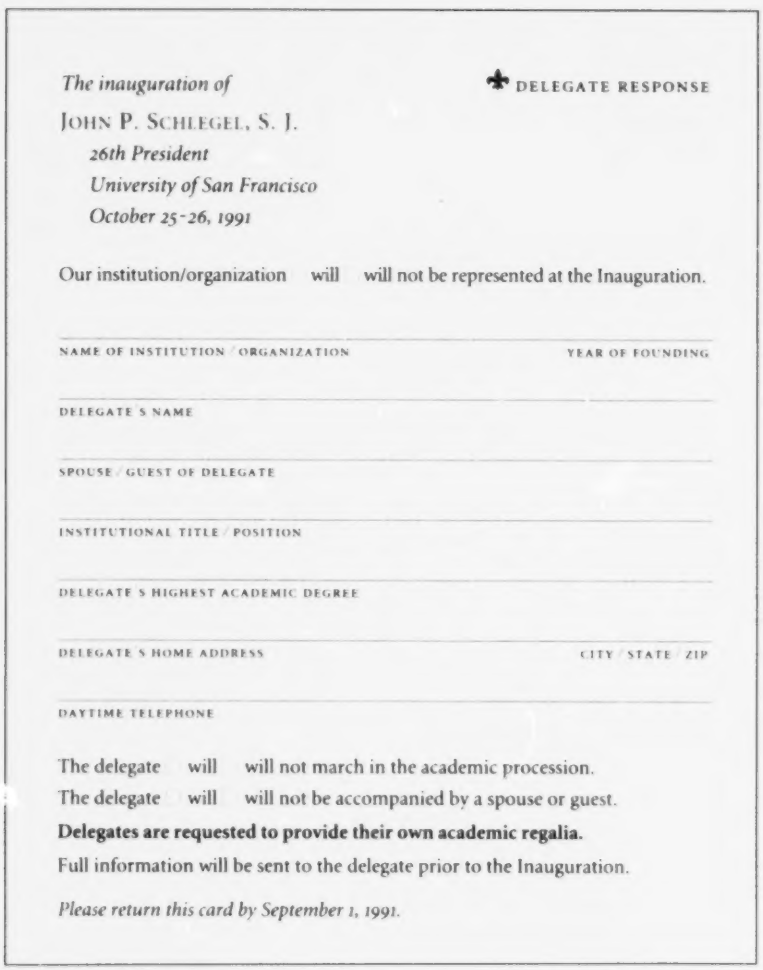
Figure 5-2: University of San Francisco invitation spreadsheet

Mailing List Matrix for Presidential Inauguration
Type/Number of Publication/Mailing Date

Audience	Advance Announcement	ISE,D,R	ISE,D,PD,R	ISE,PD,R	ISE,CR,R	ISE,FL,R	ISE	Student Invitation
1. College/Univ. Pres.	4008 (4/15)	4008 (7/26						
2. Learned Societies	51	51						
3. Political Figures	29						29 (8/12)	
4. USF Trustees	44				44 (8/7)			
5. Major Donors/Corp.	5				180 (8/28)			
6. AJCU Presidents	28		28 (7/26)					
7. School/College Key Individuals	337						337 (8/12)	
8. Diplomats	65						65 (8/12)	
9. Principals/Rectors-Jesuit HS	92						92 (8/12)	
10. Pres. Personal Guests	157			138 (7/26)				
11. Key Alumni	286						286 (9/4)	
12. Faculty						220 (8/26)		
13. Students								6083 (10/1)
14. USF Executive Officers	18				18 (9/13)			
15. USF Staff/Admin							700 (8/9)	
16. Ambassadors, Golden Phoenix, Gleeson Lib.							1700 (8/30)	
17. Jesuit Community-USF							1 (8/26)	
18. AJCU Academic VP	28						28 (8/9)	
19. USF Emeritus Trustees	56						56 (8/28)	
20. USF Emeritus Faculty						65 (9/10)		
21. USF Media Contacts	32						32 (8/12)	
TOTAL ORDER	5236 5500	4059 4200	28 35	138 250	242 350	285 400	3326 4000	6083

Code: ISE = Invitation and Schedule of Events
D = Delegate Card
R = RSVP Card and Envelope
PD = Private Dinner
CR = Corporate Reception
FL = Faculty Lunch

Figure 5-3: University of San Francisco delegate response card



The inauguration of

DELEGATE RESPONSE

JOHN P. SCHLEGEL, S. J.
26th President
University of San Francisco
October 25-26, 1991

Our institution/organization will will not be represented at the Inauguration.

NAME OF INSTITUTION / ORGANIZATION — YEAR OF FOUNDING

DELEGATE S NAME

SPOUSE / GUEST OF DELEGATE

INSTITUTIONAL TITLE / POSITION

DELEGATE S HIGHEST ACADEMIC DEGREE

DELEGATE S HOME ADDRESS — CITY / STATE / ZIP

DAYTIME TELEPHONE

The delegate will will not march in the academic procession.
The delegate will will not be accompanied by a spouse or guest.
Delegates are requested to provide their own academic regalia.
Full information will be sent to the delegate prior to the Inauguration.

Please return this card by September 1, 1991.

Chapter 6

Proceeding as Planned: The Installation Ceremony

Note: The preamble to this chapter appears in Chapter 3 where you'll find a duty roster for the installation ceremony subcommittee. This chapter focuses on step No. 6: planning the installation ceremony. It assumes that all other steps in the installation ceremony subcommittee guidelines have already been completed or are in process.

The installation ceremony is the heart of the inaugural celebration. The amount of pomp may depend on the circumstance, but in every instance, the installation is a ceremony of dignity with traditions and protocols that most institutions choose to follow. Today's installation ceremonies often blend tradition with innovation in ways that assert the individuality of the institution and the newly appointed president who will lead it. In this context, the ceremony itself becomes a statement, and every aspect of the ceremony, supporting documentation.

Upon assuming the responsibility, every installation ceremony subcommittee chair scrambles to find printed programs from other college and university inaugurations to determine what constitutes "the ceremony." We'll save you the trouble. Many of our CASE questionnaire respondents shared their printed materials with us, so we can attest to the following scenario as typical of current practices. Each aspect of this installation ceremony will be discussed on the pages that follow.

- Printed program
- Musical preludes
- Announcement of the installation ceremony
- Academic procession
- National anthem or other musical selection
- Invocation
- Welcome
- Greetings from various constituencies
  - Government (federal, state, city)
  - Institutions of higher learning and learned societies
  - Religious representatives (if church-affiliated institution)
  - Faculty (and sometimes staff)
  - Alumni
  - Students (and sometimes parents)

- Musical interlude(s)
- Investiture and presentation of the insignia of the office
- President's inaugural address
- "Alma Mater"
- Benediction
- Recessional
- Formulary

A selection of printed installation ceremony programs from Sweet Briar College, the University of New Mexico, Marquette University, and Spring Arbor College appear at the end of this chapter (see Figures 6-1, 6-2, 6-3, and 6-4 on pages 52-56). Together, they illustrate how inaugural planners individualize the installation ceremony to suit the nature of their institution.

The inauguration (printed) program

The printed program, distributed at the installation ceremony, traditionally includes the following items (although not necessarily in this order).

- Schedule of events for the entire inaugural celebration
- History/mission of the college or university
- Biography (and photograph) of the new president
- List or brief biographies of past presidents
- Installation ceremony program
- Guide to the order of procession (and sometimes identification of the platform party)
- Roster of delegates of institutions of higher learning and learned societies (in order of year of founding)
- Guide to academic dress
- Guide to institutional artifacts in ceremony (mace, charter, seal, presidential medallion, etc.)
- Brief biographies of other speakers/performers (if appropriate)
- Members of the board of governors
- Members of the inaugural committee

Some institutions may also incorporate the following items into the inaugural program.

- Names (and titles) of academic marshals
- Names of faculty, staff, student, and alumni representatives in the academic procession
- Verses of "Alma Mater" and other songs in which the audience will participate
- Musical notes on selections included in the ceremony
- Key officers of the institution
- Members of the presidential search committee
- Financial sponsors/contributors to the inauguration
- List of institutions sending greetings
- Photographs of the presidential lavaliere, mace, and seal

In Chapter 10 we have included excerpts from a few of the many inaugural programs we received to illustrate the presentation of the above materials.

Musical preludes

The use of music in presidential inaugurations has become increasingly popular in recent years. Concerts that display the talents of the institution's musical groups or individual faculty,

students, or alumni are common, as is their participation in the installation ceremony itself. But more than that, music has become a major instrument of thematic emphasis—whether regional, religious, traditional, or contemporary.

At the University of Missouri-St. Louis, for example, music reinforced the new chancellor's personal and professional identity. A bagpiper led the academic procession in recognition of Dr. Blanche M. Touhill's Irish heritage and career as an Irish historian. Reportedly, "It was very effective and the audience loved it." "My Old Kentucky Home" brought a regional flavor to the inauguration of Dr. Leonard F. O'Hara as president of the state's Paducah Community College.

At the University of Minnesota, Morris, the Native American Bear Claw Singers and Dancers added local color to the installation of Dr. David C. Johnson as chancellor. "The University of Minnesota, Morris, is on the site of an Indian school established by the Sisters of Mercy in the 1880s," explained Chancellor Johnson. "We wanted to focus upon this, and so we did. The 'Pomp and Circumstance' was replaced by a processional by the Bear Claw Singers and Dancers—a sight I think the audience will not forget."

Music can provide the type of individuality that sets your inauguration apart from all others. At the installation ceremony of the University of Virginia President John Thomas Casteen III, the University Singers performed selected writings by university founder Thomas Jefferson set to music many years ago by an American composer who chaired the university music department. The composition and performance of special inaugural music is a practice that continues to this day. Salt Lake Community College, for example, showcased a new commemorative anthem, written by a Salt Lake City composer with lyrics by a college staff member, at its installation ceremony.

Church-affiliated institutions make great use of their own rich legacies of liturgical music in presidential inaugurations. Other institutions embrace their ethnic communities in song. Installation ceremony planners should view the use of music as an integral part of the ceremony and not be content to have the academic procession march only to the strains of "Pomp and Circumstance."

Announcement of the installation ceremony

Obviously everyone knows why they are present at the ceremonies. Nonetheless, it's customary to "announce the ceremony" to call the gathering to order. Either the chief marshal or the master of ceremonies usually does the honor. Often, the call to order is immediately followed by an invitation to the audience to rise for either the academic procession, the singing of the national anthem, or the presentation of the invocation, whichever component is to come first.

At the outset of this discussion, we must stress the need to check and recheck the public address system you plan to use for the installation ceremony. Check to make sure the sound system has adequate capacity. Walk around the hall or outdoor arena to test whether your speakers carry the human voice distinctly to all listening points. If the system seems inadequate in any way, bolster the amplification or rent a system for the day. There's nothing worse than a public address system that cannot deliver the president's message. Remember, too, that some of your guests may be hearing-impaired. Welcome them with special seating and a sign language interpreter.

Academic procession

The most visually memorable part of a presidential inauguration is the academic procession. Whatever the size of the procession, the spectacle of robes, hoods, hats, and tassels representing the rich diversity of higher education around the world is a sight long remembered. Stage it well. And stage it correctly.

You must order the parade of the delegates in accordance with their institutional year of founding. Chatting delegates who get out of line and inadvertently march in the wrong order will raise the ire of those who well know their place in line! It will be *your* fault if there are breaches of protocol. Be certain there are none.

Staging a beautiful academic procession depends on two factors, both of which come into play long before the ceremony gets under way. First, you must plan well in advance how, where, when, and to what fanfare the academic procession will enter the hall. The march down the center aisle may not be the most effective presentation of your procession. Because this is a "theatrical moment," you may want to seek professional advice, on campus or off, on the most effective entrance(s) to use given the layout of your hall.

If you plan to stage the ceremony outdoors, several additional concerns arise, most notably, the weather. Many of our CASE questionnaire respondents indicated that weather problems plagued staging an outdoor inauguration. Lack of an appropriate indoor facility may force you to plan an outdoor ceremony, but make sure you have back-up inclement weather plans in place—complete with a processional plan for both outdoor and indoor ceremonies.

Second, it's imperative that you provide a room large enough to assure that the varied component parts of the academic procession—the delegates, faculty, platform party, and the like—can line up properly *before* entering the hall. Many respondents named this as one of their most difficult operational concerns.

The number of invitations you sent to sister institutions will, to a large extent, determine the size of your academic procession. Seventy-five percent of respondents reported fewer then 75 institutional delegates in their procession, and 67 percent had no more than 10 learned society or professional organizations represented. Faculty representation varied considerably as did the participation of such invitees as alumni class marshals, student representatives, trustees, and community leaders. Sixty-three percent of our respondents reported academic processions of 200 marchers or fewer. An additional 31 percent had between 200 and 400 marchers. Among the remaining 6 percent, the number of marchers rose to more than 500, with the largest participation, 6,290 marchers, at the University of Southern California (see page 10 for more details).

Be prepared for every conceivable type of emergency and expect the unexpected: the delegate who doesn't show; the delegate who didn't have time to mail back her card; the delegate who forgot his robe, lost the right hood, or brought a hat that won't stay in place; and even the honored representative with a Seeing Eye dog in the procession. Be advised that most colleges and universities do not provide caps and gowns for institutional delegates. But inasmuch as some do, make sure you clearly state in your invitational materials whether you provide academic regalia.

When lining up your institutional delegates, be prepared for the fact that many delegates won't know their institution's year of founding and will need you to tell them where to stand. And after you've directed them, they will probably wander off for a cup of coffee, forget their founding date, and ask you to help them get back in the proper order once again! As at commencements, you'll need plenty of mirrors, combs, bobby pins, safety pins, and a small army of staff assistants to help marchers with their gowns, hoods, and caps.

Using signs will do much to facilitate a smooth line of march. You can then group marchers by categories and, within the ranks of institutional and learned society delegates, by year of founding. It's also helpful to place name cards on the platform party's stage seats and to post a diagram of stage seating where the platform party assembles.

Be sure to give clear left and right directions to avoid public disasters. One CASE respondent wrote:

> I can laugh about this now, but I found it very frustrating at the time. I had prepared a detailed diagram of the stage and line-up of the platform party—and had also labeled all the chairs on the stage so that there would be no mistake as to where people should sit. I entrusted one of our vice chancellors to line up the platform party. He did so—in reverse order—so when they got to the stage there was a great deal of milling around as they tried to find their chairs. So much for dignity! Finally, they gave up and just sat down anywhere.

Briefing marchers is essential, but as one university discovered, marchers can take directions too literally and academic processions can go awry! Another CASE respondent shared this example:

> Event organizers, wanting to make sure the inauguration would go off without a hitch, repeatedly told dignitaries in the 200-plus processional, "Stay in line and follow the person in front of you." A university representative proudly wielding the symbolic mace and a local bagpipe band led the group. With the majestic sound of bagpipes filling the air, the processional marched across the student center plaza. Everyone did as they were told and stayed in line. But as the processional neared the student center, the proud mace-bearer, his arm thumping up and down in rhythm to the beat, suddenly turned the wrong way. The bellowing bagpipe band followed. Always attentive to orders, the dignitaries behind the band also veered in the wrong direction. Event organizers darted around the processional leaders and quickly got everyone turned in the right direction. After a brief detour, the mace-bearer strutted into the student center theater—and the 200 dignitaries soon followed, just as they were asked.

These weren't the only stories we heard about academic processions going contrary to well-orchestrated plans. In fact, if we had videotaped all the errant processions, we'd have a wonderful "Inaugural Bloopers" video to sell as a companion piece to this handbook.

The order of procession is not cast in concrete except to note that the chief marshal and mace bearer enter first and the platform party and president enter last. In between, the order of march varies widely. A typical order of procession, however, follows.

- Chief marshal
- Color guard
- Institution flag bearers
- Student delegates
- Delegates from learned societies
- Delegates from institutions of higher education
- Faculty of the institution
- Principal administrative officers of the institution
- Members of the governing board
- Platform party members

• President (often escorted by the chair of the board of governors carrying the presidential medallion)

Finally, many colleges and universities showcase the flags of nations to visually emphasize their institutional commitment to the internationalization of the campus curriculum. Chancellor Johnson explained how the flags added more than color to his installation ceremony at the University of Minnesota, Morris:

> UMM is on its way to becoming profoundly internationalized. I wanted the flags of all nations represented in our community to be carried. Somehow it all happened. People here tore all over the state to borrow flags. Students and their families made flags. I was soon sure I had been chewing peyote when I envisioned the idea, but it all came off beautifully.

This trend has given rise to questions about flag protocol. The alphabetical presentation of nations is always the most noncontroversial approach. Keep in mind, however, that when presenting the United States flag in a procession with a state or city flag, the U.S. flag should be on the marching right, or when there is a line of other flags, in front of the center of that line. If the flags are subsequently placed on the stage, the U.S. flag should be at the center or the highest point of the group. You can find detailed information on flag etiquette, especially as it relates to foreign flags, in *Protocol: The Complete Handbook of Diplomatic, Official, and Social Usage* (Washington: Devon Publishing Company, Inc., 1985).

National anthem

The singing or instrumental presentation of the national anthem is usually part of the ceremonial opening, however, some institutions choose "America the Beautiful." Institutions with a religious affiliation often prefer to open their ceremonies with a hymn or sacred song known within their denomination. All of these choices are appropriate. As previously mentioned, your musical selections should reflect and support your overall inaugural theme. They also provide an opportunity to showcase student, faculty, and alumni talent.

Invocation

The new president usually selects the individual to present the invocation as well as the benediction. He or she may wish to use the pastor of the family church, the campus chaplain, or a nonordained personal friend. The installation ceremony subcommittee should make sure that different religious traditions are represented during the various inaugural festivities, but the final decision on these matters rests with the president. Frequently, at church-related institutions, clergy of the institutional faith from area churches, the local diocese, or religious orders are invited to offer religious readings as well as the invocation and benediction.

Those asked to assume this important role often tend to speak too long. It is important, therefore, to remind speakers that (a) the audience will be on its feet for the national anthem, the procession, and the invocation, and (b) given the number of individuals participating in the ceremony, all speaking parts should be brief.

Welcome

Simply stated, the welcome is just that, nothing more. It should be brief and to the point. It should recognize the purpose of the event, offer a sentence or two about the special nature of the day, and welcome guests. Usually, the chair of the governing board—who frequently serves as master of ceremonies—delivers the welcome.

Greetings from the various constituencies

Traditionally, representatives of an institution's many constituencies offer greetings to the new president. Nowadays, some institutions present greetings in the context of "Collected Thoughts for the President" or "Challenges to the President" from constituency representatives. Some institutions keep this part of the program simple, inviting remarks only from within the family (faculty, students, and alumni). Even within this abbreviated practice, however, it's customary to have someone speak on behalf of higher education as a whole. The new president selects this speaker and may choose to invite a longtime personal friend, a mentor, the president of his or her own alma mater, or a prestigious fellow president.

The order of greetings is commonly from the outside in and from the top down. For example, if federal, state, and city government representatives are to speak, the ranking person would be the federal official of greatest seniority, with a senator taking precedent over a member of Congress and both taking precedent over the governor. The governor, in turn, would precede the mayor.

The purpose of inviting greetings from government officials is more than mere protocol. Of course it's prestigious to have them participate in the ceremonies, but it is also advantageous to the institution to have government officials physically on campus, seeing the institution, meeting the new president, and socializing with members of the governing board. The pursuit of good relations with government officials is an ongoing endeavor in today's academic world, and their participation in an inauguration can help ensure a smooth transition from one president to the next. What's more, if the outgoing president did not enjoy good working relations with certain government representatives, their inaugural participation can get a new relationship off to a good start.

Greetings from learned societies are customary at university and liberal arts college inaugurations. Such representatives usually speak to the role of research, scholarship, and the pursuit of academic excellence, although some stress the focus of the learned society itself. Often it is difficult to attract a spokesperson given the relatively small number of learned societies. When a spokesperson from the national headquarters is unavailable, colleges and universities sometimes call upon regional or even local chapter officers. But you are by no means in disgrace if a learned society representative does not appear on your program.

Other external constituencies that frequently take part in the installation ceremony include religious organizations or orders (in the case of church-affiliated institutions), systems of higher education (in the case of state university branch campuses or community colleges), and consortia (in the case of institutions with a regional or programmatic focus.)

The number of represented external constituencies should be commensurate with the overall size and scope of the ceremonies. Admittedly, large, urban-based institutions are better able to attract speakers than institutions located some distance from major airports or metropolitan centers. People like to be able to combine their campus trip with other business or pleasure in the same area. The time of year and the possibility of inclement weather will also affect

your ability to attract delegates to your campus. In short, don't be disappointed if you receive regrets from external constituency representatives when you're holding your inauguration during the winter in a snow belt far removed from a major city!

Greetings from internal constituencies are easier to orchestrate. Virtually all inaugural ceremonies include remarks from faculty, student, and alumni representatives. Some institutions include parental spokespersons, and others divide the student-speaker component into undergraduate, graduate, and even part-time students. Some institutions, although not many, have administrative or staff speakers, too. Selecting internal constituency speakers is your choice, but internal politics, the overall scope of the inaugural celebration, and the perceived need to be inclusive may dictate your decision. The latter may be particularly important if discord has arisen on campus about the selection of the new president or the departure of his or her predecessor. Inaugurations can—and should—foster a coming together of the campus community for the purpose of fresh starts and new initiatives.

Often the question arises as to whether the outgoing president should have a role in the ceremonies. Customarily, he or she does not. It is the new president's day, and although past presidents should be members of the platform party, it is not their turn to speak.

Musical interludes

As previously mentioned, music is playing an greater role in college and university inaugurations these days. Musical interludes spaced throughout the inaugural ceremonies serve to divide the ceremonies into component parts, enrich the ceremonies with ethnic or religious flavors, and build to the climax of the investiture itself. They also break up the tedium of speeches and enable guests to reflect on what's been said and, if nothing else, to squirm comfortably in their seats!

If you lack your own campus musical resources, draw upon community resources to fulfill your musical needs. You also may find it helpful to supplement your own amateur musicians with professional performers to strengthen the quality of the performance.

Investiture and presentation of the insignia of the office

All that we have thus far discussed is but a prologue to the principal event: the investiture of the new president. It is symbolic to be sure, for more often than not, the president has been in office for several months before the inauguration takes place. Nonetheless, the investiture, followed by the president's address, is the climax of the entire inaugural celebration.

The actual investiture ceremony should be conducted by the chair of the governing board that appointed the new president to office. At state institutions, the chair of the state board of education or the governor may be called upon to serve.

The investiture usually consists of verbiage referencing the authority of the individual performing the ceremony and the symbolism of the employed artifacts, whether a presidential medallion, the institution's charter, seal, flag, or other official symbol.

The inauguration of Neil Rudenstine as Harvard University president showcased several traditional artifacts, including eight pieces of sterling silver plate given to Harvard College many years ago by loyal alumni. These include four 18th-century silver drinking tankards and three ceremonial silver cups (one of which was given by the Honorable William Stoughton, Class of 165[illegible] known in history as the chief judge at the Salem witchcraft trials). The "oldest and

most treasured" piece is the silver salt trencher or "Great Salt" made in London some time before 1639 and presented to the College in 1644.

The Harvard installation ceremony also makes use of two nearly foot-long 1846 ceremonial silver keys representing "the opening of doors to knowledge and truth;" two Harvard seals, the first dating to 1643; Harvard's *Earliest College Record Book* with entries dating back to 1639; and a copy (the original is placed at the back of the platform) of the charter granted to Harvard College in 1650 by the General Court of the Colony of Massachusetts Bay. Finally, the president is escorted to the president's chair, a distinctive creation of European ash crafted in Wales sometime between 1550 and 1600 and brought to Harvard by the Reverend Edward Holyoke, president of the college from 1737 to 1769. Every Harvard president has sat in this chair for his installation since Samuel Locke in 1770.

Most institutions are not blessed with Harvard's rich traditions, but every institution can and should draw upon its history and purpose to make the investiture ceremony significant. If your institution has no insignia of office, create them. Even at Harvard, traditions had to start somewhere!

Some institutions place items from their archives, ancient books, or Bible in the hands of the new president, symbolically calling upon his protection of the institution's resources. Others create symbolic gifts to convey the mission of the institution.

Most colleges and universities have a presidential lavaliere, and many have a mace. Eighty-eight percent of our CASE respondents used a lavaliere in their installation ceremonies, and the mace was carried at the head of the procession at 48 percent of respondent institutions. Nineteen percent used the institution's charter in the investiture, and 17 percent used a variety of other artifacts.

Some institutions create a new medallion for each new president, thereby enabling outgoing presidents to keep the medallion given to them at their investiture. Other institutions retain the medallion and pass it along from president to president, engraving the names and terms of office of past presidents on the medallion.

At the inauguration of Dr. Daniel H. Perlman as president of Webster University, nine symbolic presentations took place during the investiture: an academic lamp from the chair of the council on student affairs; an international travel kit from an international student representative; the university seal from the alumni association president; a globe from a representative of the U.S. extended campuses in urban centers and on military bases; a clock of the world from the university's international campuses; a university dictionary from the staff representative; the university policy handbook from a faculty executive committee representative; and the university flags from a representative of the administration; and the university charter from a member of the board of directors. Finally, the chair of the presidential search committee presented the candidate himself, and the board chair conducted the investiture and presented the university medallion.

One insignia of office is not presented as such on stage but is nonetheless an important part of the ceremony: the presidential gown. While some presidents may wish to wear an academic robe similar to their predecessor's, others may want a new gown.

William J. Donnelly, vice president of E.R. Moore Company, Chicago, purveyors of academic gowns, revealed the following trends in presidential gown design.

> The traditional black gown with black velvet has given way to more colorful attire, often making use of the institution's academic colors. Harvard's crimson and Yale's blue are no longer the exceptions in a sea of black gowns. Today, many colleges and universities are using colored robes.

Most college and university presidents have now adopted the fourth velvet chevron on the sleeve. Although many use black, the chevrons (as well as the velvet panels down the front of the gown) may be one of the institution's colors. Often the velvet is piped with gold or silver braiding. In addition, many presidential robes are now designed with a 5- to 8-inch velvet hem around the bottom, with this too being piped in gold or silver. The velvet on the hood is often of the same color as that on the gown, which means it may or may not be the color symbolic of the president's earned doctorate. Finally, the use of the traditional mortarboard by college and university presidents is giving way to the velvet tam with gold metallic tassel.

President's inaugural address

Most commonly, the investiture is followed by the president's inaugural address. Some institutions have elected to share this prime-time spotlight with a prestigious, off-campus keynote speaker who, on this occasion, may also receive an honorary degree. This practice tends to diffuse the focus of the event, however. In the words of one university president, "When else do we have such an opportunity? Why turn the time over to an outsider?" The point is well-taken. The audience has turned out to honor the new president and hear his or her goals for the institution.

Should you ask both a keynoter and the new president to speak, you run the risk of the keynoter giving the better speech—or even worse—drawing the principal media attention! If the keynoter is a political figure, you also run the risk that the events of the day may lead reporters to seek comment on a current event that has nothing to do with the inauguration. The best advice would seem to be stay focused and confine the spotlight to your new president.

Every new president should recognize the hopes and fears of those who gather to hear the inaugural address. Each individual has his or her own private stake in the institution, and each is waiting to hear how the administration of this new leader will affect his or her own personal life. This is especially true among faculty, staff, and students in times of economic uncertainty when financial circumstances may force hard policy and program choices. What is the new president's agenda? What is his or her institutional vision? How does this new leader plan to position the institution in the years ahead? What will be his or her priorities? A new president will never have a more attentive audience.

Although presidents (or their speech writers) should certainly strive to inspire with eloquent prose, today's audience will listen for substance. Recognizing the importance of the address, many institutions give their president the opportunity to rehearse the speech on videotape before the ceremony. The most beautifully executed of all ceremonies will fail if the president's address is not all that it can and should be.

"Alma Mater"

It is almost always sung, and few people know the words so be sure to print them in the program.

Benediction

The benediction should be brief and pertinent to the occasion. Many institutions use this opportunity to reflect community diversity by featuring clergy members of faiths other than that of the individual giving the invocation. At the University of San Francisco, a Jesuit institution, a Methodist church choir participated in the musical presentations, and a rabbi gave the benediction.

Recessional

Recessional protocol dictates that marchers leave the ceremonies in the reverse order in which they came in. One exception: The chief marshal and mace bearer lead off the new president and then the chair of the board of governors. The rest of the platform party falls in behind. The delegates, faculty, students, and other members of the academic procession recess in the same reverse order.

Most recessionals hold their ranks back to the robing room, but some institutions have directed the procession directly to the post-ceremony reception. The sight of the marchers in their academic dress can add considerable color to the reception festivities.

Formulary

To help you draft your formulary, we've included a sample that illustrates the nature of the script you should prepare for your own celebration. This formulary (Figure 6-5) is presented with the kind permission of Dr. John A. Curry, who was installed as president of Northeastern University in Boston on December 1, 1989.

Figure 6-1: Sweet Briar College program

THE INAUGURATION PROGRAM

Presiding
Mr. Walter H. Brown
Chairman, Board of Directors

PROCESSIONAL	The Washington Brass Quintet
INVOCATION	The Reverend Susan C. Lehman *Chaplain of the College*
MUSICAL INTERLUDE "Wisdom Exalteth Her Children" Lionel Novak	The Sweet Briar College Concert Choir Mr. Allen W. Huszti, Director The Washington Brass Quintet
INAUGURAL READING "Good Faith"	Dr. David Baker *Associate Professor of English* *Denison University*
INAUGURAL ADDRESS "Reflections on Women and the 21st Century"	Dr. Mary S. Metz *President Emerita, Mills College*
INDUCTION OF THE PRESIDENT AND PRESENTATION OF THE PRESIDENTIAL MEDALLION	Mr. Brown
ACCEPTANCE OF THE OFFICE	Dr. Barbara Ann Hill *President of Sweet Briar College*
GREETINGS TO THE PRESIDENT	
The Virginia Foundation for Independent Colleges	Dr. Robert A. Spivey *President*
The Students	Carey A. Bates *President, Student Government Association*
The Faculty	Dr. Reuben G. Miller *Dana Professor of Economics*
The Alumnae	Nannette McBurney Crowdus '57 *President, Alumnae Association*
THE SWEET BRIAR SONG	(Words appear on page 11)
BENEDICTION	The Reverend Susan C. Lehman *Chaplain of the College*
RECESSIONAL	The Washington Brass Quintet

Figure 6-2: University of New Mexico program

THE PROGRAM

MASTER OF CEREMONIES

W. Garrett Flickinger
Professor of Law

Fugue in D ..... *Johann Sebastian Bach*
The New Mexico Brass Quintet

LAGUNA PUEBLO EAGLE DANCERS

Eddie Bautista, Group Leader

PROCESSIONAL

(The audience is requested to remain seated during the processional)

POSTING OF THE COLORS

UNM Air Force, Army, and Navy ROTC

NATIONAL ANTHEM

Donna McRae, Soprano Soloist
UNM Alumna

INVOCATION

Donna J. Dionne
President, UNM Staff Council

WELCOME

Garrey Carruthers
Governor of the State of New Mexico

COLLECTED THOUGHTS FOR THE NEW PRESIDENT

Derek Swinson, Professor of Physics and Astronomy
Redd Torres Eakin, Past President, UNM Alumni Association
Paul Plunkett, Student, Department of Theatre and Dance

MUSICAL PRESENTATION

Huapango ..... *Jose Pablo Moncayo*
UNM Symphony Orchestra
Jorge Perez-Gomez, Conductor

THE INVESTITURE

Robert Lee Sanchez
President, UNM Board of Regents

THE INAUGURAL ADDRESS

President Richard E. Peck

BENEDICTION

Johanna Clayton
Director, UNM Women's Center

RECESSIONAL

Mariachi Tenampa

The audience is invited to a reception on the west concourse immediately following the ceremony.

Figure 6-3: Marquette University program

INAUGURAL CEREMONY

MUSICAL PRELUDE AND PROCESSIONAL
Members of: Milwaukee Chamber Brass Choir,
Milwaukee Symphony Orchestra and
Milwaukee Ballet Orchestra
Under the direction of Mr. Kevin Stalheim

GRAND MARSHAL
Dr. Arthur C. Moeller
Professor, College of Engineering

PROCESSION
BLUE BANNERS—*Marquette University Faculty and Administrators*
Banner Carriers—*Ann Mallinger, Sue Fligor*
Marshals—*Sheila Charnon, Maribeth Merrick*
The Equestrian Order of the Holy Sepulchre of Jerusalem
GOLD BANNERS—*Delegates and Learned Societies*
Banner Carriers—*Brian Smithe, Thomas Smithe*
Marshals—*Jenny Clark, Marian Topp*
WHITE BANNERS—*Stage Party*
Banner Carriers—*Roberta Elliott, Kathe DiGiovanni*
Marshals—*Patrick Farley, Michael Farley*
RIBBON BANNERS—*President*
Banner Carriers—*Paul Biwer, David Maniaci*

MASTER OF CEREMONY
Dr. Francis M. Lazarus
Vice President for Academic Affairs

NATIONAL ANTHEM
Mr. Ronald E. Orman
Associate Dean of Residence Life
Accompanied by the Marquette University Band
Under the direction of Dr. Nicholas J. Contorno

O, say can you see, by the dawn's early light,
What so proudly we hailed at the twilight's last gleaming—
Whose broad stripes and bright stars, thro' the perilous fight
O'er the ramparts we watched were so gallantly streaming!
And the rocket's red glare, the bombs bursting in air,
Gave proof thro' the night that our flag was still there;
O! say, does that star-spangled banner yet wave
O'er the land of the free, and the home of the brave.

INVOCATION
Rev. Jan Tobias
Lutheran Campus Pastor, Marquette Campus Ministry

CALLS TO SERVICE
The Honorable Jim Moody
Representative, Wisconsin's Fifth Congressional District
The Honorable Tommy Thompson
Governor, State of Wisconsin

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The Honorable Thomas P. Donegan
President, Common Council, City of Milwaukee

His Excellency Archbishop Rembert G. Weakland, O.S.B
Archdiocese of Milwaukee

The Very Rev. Bert R. Thelen, S.J.
Provincial, Wisconsin Province of the Society of Jesus

Dr. Andrew F. Tallon
Professor of Philosophy, Chairman, Committee on Faculty

Mr. John A. Serpe, III
Senior, College of Communication, Journalism and Performing Arts
President, Associated Students of Marquette University

Mrs. Joanne O'Malley Pier
College of Nursing, 1959
Graduate School, 1990
Past President, Marquette University Alumni Association
Past Trustee, Marquette University

MUSICAL INTERLUDE
Marquette University Chorus
Under the direction of Mr. Joseph R. Brachmann

PRESENTATION OF PRESIDENTIAL CHAIN OF OFFICE
Mr. Donald J. Schuenke
Chairman, Marquette Board of Trustees
Chairman of the Board and Chief Executive Officer
Northwestern Mutual Life Insurance, Co

INAUGURAL ADDRESS
Rev. Albert J. DiUlio, S.J.
President, Marquette University

MUSICAL INTERLUDE
Marquette University Gospel Choir
Under the direction of Mr. Barry Ward

BENEDICTION
The Very Rev. Gregory F. Lucey, S.J.
Father Rector, Jesuit Community of Marquette University

MARQUETTE ANTHEM
Hail, Alma Mater!
We thee do call.
We're here to greet thee,
Dearest friend to all.
We're here to show thee
Our love is strong.
Hail, Alma Mater!
Marquette! Hear our song.

RECESSIONAL

A reception will be held across the skywalk in the Grand Dining Room of MECCA following the ceremony.

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Figure 6-4: Spring Arbor College program

The Inaugural Program

Glenn E. White, Presiding
Chair, Spring Arbor College Board of Trustees

Prelude — Mr. Robert L. Carefoot
Assistant Professor of French
Fiat Lux - Theodore Dubois

Processional — Arbor Brass Ensemble and Organ
Rondeau - Jean Joseph Mouret

Welcome and Introductory Remarks — Mr. White

*Invocation — Dr. Darold L. Hill
Senior Pastor, Spring Arbor Free Methodist Church

*Hymn Number 1 — Directed by Dr. J. Bruce Brown
Professor of Music
Joyful, Joyful, We Adore Thee

Scripture — Dr. Dorsey Brause
Twenty-fourth President, Spring Arbor College
Philippians 2: 1 - 16

Introduction of Dr. Allen Carden — Dr. John A. Martin
President, Central College

Greetings

State of Michigan — The Honorable Carl D. Pursell
Member, United States Congress

Association of Independent Colleges and Universities of Michigan — Dr. Edward O. Blews, Jr.
President, AICUM

Christian College Coalition — Dr. Myron S. Augsburger
President, Christian College Coalition

Institutions of Free Methodist Higher Education — Dr. W. Richard Stephens
President, Greenville College

City of Jackson — Mayor Betty J. Granger

Spring Arbor College Alumni Association — Ms. Beth A. Kuntzleman
Class of 1965
President, Alumni Board of Directors

Spring Arbor College Students — Mr. Kevin B. Pringle
Class of 1994
President, Student Association

Anthem — Spring Arbor College Choir
Dr. Brown, Guest Conductor
Cantique de Jean Racine - Gabriel Faure

Ceremony of Investiture

Charge to the President — Dr. David L. McKenna
Twenty-first President
Spring Arbor College
President
Asbury Theological Seminary

Response from the President — Dr. Allen Carden
Twenty-fifth President
Spring Arbor College

Presentation of Spring Arbor College Charter — Mr. E. Harold Munn, Jr.
Secretary-Treasurer
Spring Arbor College Board of Trustees
Chair, Presidential Search Committee

Presentation of Presidential Medallion — Dr. Harold W. Darling
Senior Faculty Member
Professor of Psychology

Presentation of The President's Bible — Dr. Gerald E. Bates
Bishop
Free Methodist Church of North America

Dedicatory Prayer — Dr. W. Dale Cryderman
Bishop Emeritus
Free Methodist Church of North America
Trustee Emeritus
Spring Arbor College Board of Trustees

*Hymn Number 3 — Directed by Dr. Brown
Praise My Soul, The King of Heaven

*Benediction — Dr. Bruce L. Kline
General Secretary, Higher Education and the Ministry
Free Methodist Church of North America

Recessional — Arbor Brass Ensemble and Organ
Psalm XIX: The Heavens Declare - Benedetto Marcello

Postlude — Mr. Carefoot
Jubilate Deo - Paul Benoit

*Audience will please stand.

Arbor Brass Ensemble Members
Kennistan P. Bauman, Trumpet
Rick L. Catherman, Trumpet
Jon C. Duncan, Horn
Brent D. Cryderman, Trombone
J. Bruce Brown, Tuba

Figure 6-5: Northeastern University formulary

NORTHEASTERN UNIVERSITY

Installation of John A Curry as the Fifth President
George J. & Hope M. Matthews Arena
Friday, December 1, 1989

Presiding
George J. Matthews
Chairman, Northeastern University Corporation and Board of Trustees

Procedure for the installation of the fifth president

Off-stage announcement by _____.

"LADIES AND GENTLEMEN, THE CHIEF MARSHAL OF NORTHEASTERN UNIVERSITY"

1. 2:30 p.m. - The chief marshal, carrying the University mace, will on signal proceed to the stage by the center aisle.

2. Chief Marshal:

   "LADIES AND GENTLEMEN, WELCOME TO THE CEREMONY OF INSTALLATION OF JOHN A. CURRY, FIFTH PRESIDENT OF NORTHEASTERN UNIVERSITY. WILL THE AUDIENCE PLEASE RISE AND REMAIN STANDING UNTIL THE CONCLUSION OF THE NATIONAL ANTHEM.

3. The chief marshal will now signal the marshals to begin the procession. The marshals will lead their respective files to their seats in the arena. Each marshal will usher the delegates from our sister institutions and others in the processional row by row, eighteen to each side. The Color Guard will precede the group. All remain standing.

4. Marshals Fowler (right file) followed by D. Edwards (center) and C. Skipper (right) and Vozzella (left file) followed by C. Murray will lead the platform group onto the stage and assist in placing them at their assigned chairs.

5. President Curry, who is the last to enter the arena, will come down the center aisle (about 10 paces after the last person to go on stage) and take his assigned position to the left of Dr. Matthews.

   Chief Marshal:

   LADIES AND GENTLEMEN, GEORGE J. MATTHEWS, CHAIRMAN OF THE NORTHEASTERN UNIVERSITY CORPORATION AND BOARD OF TRUSTEES.

6. Chairman Matthews:

   "THE REVEREND FRANK E. FAIRBAIRN, NORTHEASTERN UNIVERSITY CHAPLAIN, WILL GIVE THE INVOCATION. AFTER THE INVOCATION, THE NATIONAL ANTHEM WILL BE SUNG BY JEROME BARRY, A NORTHEASTERN UNIVERSITY ALUMNUS.

7. After introducing Reverend Fairbairn, Chairman Matthews will remove his cap, which will be a signal for those in academic dress, both in the audience and on stage, to uncover during the invocation and the National Anthem. Following the National Anthem, caps should be replaced.

8. Reverend Fairbairn

   Invocation

9. The National Anthem (Jerome Barry)

10. Chief Marshal:

    "THE COLOR GUARD COMMANDER WILL NOW TAKE CHARGE OF THE COLORS. PLEASE BE SEATED."

11. Chairman Matthews:
PRESIDENT AND MRS. CURRY; CORPORATION AND BOARD OF TRUSTEES MEMBERS; ESTEEMED FACULTY; HONORED GUESTS; LADIES AND GENTLEMEN. I WELCOME YOU TO THE INAUGURATION OF JOHN A. CURRY AS PRESIDENT OF NORTHEASTERN UNIVERSITY. THIS IS INDEED A GREAT DAY FOR THE UNIVERSITY. FOR ONLY THE FIFTH TIME IN OUR 91-YEAR HISTORY, WE OBSERVE THE INSTALLATION OF OUR PRESIDENT. AND FOR THE FIRST TIME, WE CELEBRATE THE APPOINTMENT OF ONE OF OUR OWN--AN ALUMNUS--TO LEAD US TOWARD THE 21ST CENTURY. THE NORTHEASTERN UNIVERSITY FAMILY THANKS YOU FOR JOINING US ON THIS AUSPICIOUS OCCASION AND FOR SHARING WITH US OUR HOPES, OUR PRIDE, AND OUR JOY.

12. Chairman Matthews: (introduction of Governor Dukakis)
IT IS MY PLEASURE TO INTRODUCE THE HONORABLE MICHAEL DUKAKIS, GOVERNOR OF THE COMMONWEALTH OF MASSACHUSETTS. GOVERNOR DUKAKIS, A GRADUATE OF SWARTHMORE COLLEGE AND OF HARVARD LAW SCHOOL, WAS AWARDED AN HONORARY DOCTOR OF PUBLIC SERVICE BY NORTHEASTERN UNIVERSITY IN 1984. GOVERNOR DUKAKIS, A NATIVE OF NEARBY BROOKLINE, HAS BEEN A FRIEND TO NORTHEASTERN UNIVERSITY THROUGHOUT HIS MANY YEARS OF PUBLIC SERVICE. PLEASE WELCOME GOVERNOR MICHAEL DUKAKIS.

13. Governor Dukakis delivers greetings on behalf of the Commonwealth.

14. Governor Dukakis resumes his seat.

15. Chairman Matthews:
THANK YOU GOVERNOR DUKAKIS FOR TAKING TIME FROM YOUR BUSY SCHEDULE TO BE WITH US TODAY.

16. Chairman Matthews:
NORTHEASTERN UNIVERSITY IS LOCATED IN THE HEART OF BOSTON. THE CITY MAYOR RAYMOND FLYNN HAS ADMINISTERED FOR THE LAST SEVERAL YEARS. NORTHEASTERN IS PROUD OF THE MANY RELATIONSHIPS IT HOLDS WITH THE CITY OF BOSTON AND TAKES SERIOUSLY ITS RESPONSIBILITIES AS AN URBAN UNIVERSITY. MAYOR FLYNN ALSO WAS HONORED BY THIS UNIVERSITY IN 1986 WITH THE DEGREE DOCTOR OF PUBLIC SERVICE. MAYOR FLYNN HAS BECOME ONE OF THE NATION'S BEST KNOWN MAYORS OF A LARGE CITY. A NATIVE SON OF BOSTON, MAYOR FLYNN IS CONSIDERED A TRUE FRIEND OF THE UNIVERSITY AND I AM DELIGHTED HE IS HERE TO GREET JACK CURRY ON THIS IMPORTANT DAY IN HIS LIFE. PLEASE JOIN ME IN WELCOMING MAYOR RAYMOND FLYNN.

17. Mayor Flynn delivers greetings on behalf of the City.

18. Mayor Flynn resumes his seat.

19. Chairman Matthews:
THANK YOU MAYOR FLYNN FOR THOSE KIND WORDS.

20. Chairman Matthews:
THE BOSTON AREA IS BLESSED WITH AN ABUNDANCE OF OUTSTANDING UNIVERSITIES. HERE TO BRING GREETINGS ON BEHALF OF COLLEGES AND UNIVERSITIES THROUGHOUT THE WORLD IS DR. JOHN SILBER, PRESIDENT OF OUR NEIGHBOR INSTITUTION, BOSTON UNIVERSITY. IT IS FITTING THAT HE IS HERE INASMUCH AS JOHN CURRY EARNED HIS DOCTORAL DEGREE IN EDUCATION FROM BOSTON UNIVERSITY. PLEASE WELCOME DR. JOHN SILBER, PRESIDENT OF BOSTON UNIVERSITY.

21. President Silber delivers greetings on behalf of sister institutions.

22. President Silber resumes his seat.

23. Chairman Matthews:
THANK YOU FOR THOSE REMARKS PRESIDENT SILBER. (If appropriate comment on his remarks).

24. Chairman Matthews:
IT IS A PLEASURE TO INTRODUCE DR. KATHRYN PREYER, PROFESSOR OF HISTORY AT WELLESLEY COLLEGE, ANOTHER OF NEW ENGLAND'S OUTSTANDING EDUCATIONAL INSTITUTIONS. PROFESSOR PREYER IS HERE TO BRING GREETINGS FROM LEARNED SOCIETIES AND PROFESSIONAL ASSOCIATIONS, MANY OF WHICH ARE REPRESENTED HERE AT NORTHEASTERN. AS A MEMBER OF THE AMERICAN SOCIETY OF LEGAL HISTORY, SHE IS A DELEGATE TO THE AMERICAN COUNCIL

OF LEARNED SOCIETIES. WON'T YOU PLEASE WELCOME PROFESSOR KATHRYN PREYER.

25. Professor Preyer delivers greetings on behalf of the learned societies.

26. Professor Preyer resumes her seat.

27. Chairman Matthews:
THANK YOU, DR. PREYER. WE ARE VERY PLEASED THAT YOU COULD BE HERE TO CELEBRATE WITH US TODAY.

28. Chairman Matthews:

NORTHEASTERN UNIVERSITY IS PROUD OF ITS OUTSTANDING FACULTY. ONE SUCH FACULTY MEMBER IS DR. WESLEY MARPLE, JR. WES IS A PROFESSOR OF FINANCE IN THE COLLEGE OF BUSINESS ADMINISTRATION. IN ADDITION TO HIS TEACHING RESPONSIBILITIES, WES CURRENTLY IS SERVING THE UNIVERSITY AS CHAIRMAN OF THE NORTHEASTERN UNIVERSITY FACULTY SENATE AGENDA COMMITTEE. I NOW ASK PROFESSOR MARPLE TO BRING GREETINGS ON BEHALF OF THE FACULTY OF THE UNIVERSITY.

29. Professor Marple delivers greetings on behalf of the faculty of Northeastern University.

30. Professor Marple resume his seat.

31. Chairman Matthews:

PROFESSOR MARPLE. THANK YOU FOR SUCH WARM GREETINGS ON BEHALF OF THE FACULTY.

32. Chairman Matthews:

AT THE 1959 PRESIDENTIAL INAUGURATION, THE PRESIDENT OF THE ALUMNI ASSOCIATION BROUGHT GREETINGS FROM 20,000 ALUMNI. TODAY I AM PLEASED TO INTRODUCE THE CURRENT PRESIDENT OF THE NORTHEASTERN UNIVERSITY ALUMNI ASSOCIATION, CLAIRE MURRAY. AT THIS TIME, ONLY 30 YEARS LATER, I CAN SAY GREETINGS COME FROM OVER 113,000 ALUMNI THROUGHOUT THE WORLD. CLAIRE IS A FINE EXAMPLE OF OUR ALUMNI HOLDING A BACHELOR'S DEGREE FROM UNIVERSITY COLLEGE EARNED IN 1976, AND A MASTER'S DEGREE IN EDUCATION EARNED TWO YEARS LATER FROM BOSTON-BOUVE COLLEGE OF HUMAN DEVELOPMENT PROFESSIONS. DURING HER TIME AS A STUDENT, SHE WORKED FOR THE UNIVERSITY IN THE OFFICE OF AFFIRMATIVE ACTION. SHE CURRENTLY IS IN BUSINESS FOR HERSELF -- RUNNING A TRAINING AND DEVELOPMENT CONSULTING FIRM. I AM PROUD TO INTRODUCE CLAIRE MURRAY.

33. Ms. Murray delivers greetings on behalf of the Alumni Association.

34. Ms. Murray resumes her seat.

35. Chairman Matthews:

THANK YOU CLAIRE FOR THOSE KIND WORDS AND FOR ALL OF YOUR HARD WORK ON BEHALF OF YOUR ALMA MATER.

36. Chairman Matthews:

THE UNIVERSITY EXISTS TO PROVIDE QUALITY EDUCATION TO ALL STUDENTS IT SERVES. WE ARE VERY PROUD OF OUR NORTHEASTERN STUDENTS, ONE OF WHOM IS DEBORAH EDWARDS, A SENIOR IN THE COLLEGE OF BUSINESS ADMINISTRATION. DEBORAH IS HERE TO BRING GREETINGS FROM THE STUDENTS OF THIS UNIVERSITY. BUSY IN HER QUEST FOR A DEGREE, DEBORAH FINDS TIME TO LEAD STUDENTS AS PRESIDENT OF THE STUDENT GOVERNMENT ASSOCIATION. IN ADDITION, SHE HAS WORKED WITH THE COMMITTEE PLANNING THIS EVENT BY ASSISTING IN ORGANIZING THE MANY STUDENTS WHO HAVE BEEN INVOLVED. PLEASE GIVE MISS DEBORAH EDWARDS A WARM WELCOME.

37. Ms. Edwards delivers greetings on behalf of the student body.

38. Ms. Edwards resumes her seat.

39. Chairman Matthews:

THANK YOU DEBORAH, AND A THANKS TO ALL OF THE STUDENTS WHO HAVE PARTICIPATED IN THE INAUGURAL EVENTS OF THIS WEEK.

40. Chairman Matthews:

ONE VERY IMPORTANT SEGMENT OF THE NORTHEASTERN UNIVERSITY COMMUNITY IS THE THOUSANDS OF PARENTS OF OUR STUDENTS WHO ARE SUPPORTIVE OF THE EFFORTS OF THEIR SONS OR DAUGHTERS AND PROVIDE ENCOURAGMENT THROUGHOUT THEIR

YEARS AT NORTHEASTERN. ONE SUCH PARENT IS CHERYL SKIPPER. CHERYL RESIDES IN BOSTON AND IS THE MOTHER OF DENISE, A THIRD YEAR STUDENT IN THE COLLEGE OF ARTS AND SCIENCES. CHERYL, IT IS A PLEASURE TO HAVE YOU HERE.

41 Ms. Skipper delivers greetings on behalf of the parents of Northeastern students.

42 Ms. Skipper resumes her seat.

43 Chairman Matthews:
THANK YOU SO MUCH FOR COMING. I'M CONFIDENT THAT WITH THE KIND OF SUPPORT YOU PROVIDE, YOUR DAUGHTER WILL HAVE A VERY BRIGHT FUTURE.

44 Chairman Matthews:
IT IS A PLEASURE TO PRESENT THE NORTHEASTERN CONCERT BAND AND CONCERT CHOIR, LED BY MUSIC INSTRUCTOR KENNETH P. AYOOB. (eye-yoob)

45 Short musical interlude (All Hail Northeastern and Domine Solvum Fac)

46 Chairman Matthews:
NORTHEASTERN UNIVERSITY HAS INSTALLED A PRESIDENT ON ONLY FOUR PREVIOUS OCCASIONS, A FACT THAT ATTESTS NOT ONLY TO OUR RELATIVE YOUTH AS AN EDUCATIONAL INSTITUTION, BUT ALSO TO THE DEPTH OF COMMITMENT TO THE UNIVERSITY EACH OF OUR LEADERS HAS DEMONSTRATED. ALL HAVE BEEN

INDIVIDUALS OF UNCOMMON ENERGY, SURE VISION, AND RESOLUTE DETERMINATION. I AM HAPPY TO HAVE THE OPPORTUNITY TODAY TO PRESENT TO THE ASSEMBLY, TWO OF THOSE ESTEEMED GENTLEMEN, ASA SMALLIDGE KNOWLES, PRESIDENT OF NORTHEASTERN UNIVERSITY FROM 1959 TO 1975 AND KENNETH GILMORE RYDER, PRESIDENT FROM 1975 TO 1989.

(Ryder and Knowles stand to applause)

TODAY WE FORMALLY WELCOME TO THIS DISTINGUISHED COMPANY A MAN OF SIMILAR QUALITIES. BUT HE POSSESSES AT LEAST ONE ATTRIBUTE THAT NONE OF HIS PREDECESSORS COULD CLAIM: HE IS A GRADUATE OF NORTHEASTERN UNIVERSITY. IT IS, I THINK, A MARK OF THIS UNIVERSITY'S MATURITY THAT IT HAS CHOSEN ONE OF ITS OWN TO LEAD IT TOWARD ITS CENTENNIAL.
I NOW CALL ON DR. JOHN A. CURRY TO STEP FORWARD.

(President Curry comes to his side of the lectern)

DR. CURRY, THE BOARD OF TRUSTEES HAS CHOSEN YOU AS PRESIDENT OF NORTHEASTERN UNIVERSITY. YOURS WILL BE THE GREAT PRIVILEGE AND RESPONSIBILITY OF LEADING NORTHEASTERN UNIVERSITY TO THE FULFULLMENT OF ITS GREAT PROMISE FOR YEARS TO COME.

WE ARE CONFIDENT THAT THE THREE WORDS IN THE GREAT SEAL OF THE UNIVERSITY, AS DESCRIBED IN PREVIOUS PRESIDENTIAL INSTALLATIONS, WILL SERVE AS GUIDES IN SHAPING YOUR ACTIONS AND DECISIONS.

"LUX", MEANING "LIGHT", CAN EVER REMIND YOU, AS IT DID JOHN MASEFIELD, THAT "WHEREVER A UNIVERSITY EXISTS, THE FREE MINDS OF MEN, URGED ON TO FULL AND FAIR INQUIRY, MAY STILL BRING WISDOM INTO HUMAN AFFAIRS."

"VERITAS", "TRUTH", BEARS WITNESS THAT NORTHESTERN IS A FORUM WHERE THOSE WHO PERCEIVE TRUTH MAY IMPART IT TO THOSE WHO SEEK IT.

AND "VIRTUS", "COURAGE", WILL REMIND YOU THAT NEW ENGLAND, WITH ITS CHERISHED TRADITION AS A LEADER IN EDUCATION HAS CREATED AND INTRODUCED SO MUCH THAT IS OF GREAT VALUE TO THE YOUTH OF OUR NATION. FOR YOU FULLY REALIZE THAT, LIKE YOUR RENOWNED PREDECESSORS, YOU MUST HAVE THE COURAGE TO MAINTAIN THAT PIONEERING SPIRIT IN EDUCATION THAT IS BOTH NEW ENGLAND'S AND NORTHEASTERN UNIVERSITY'S HERITAGE.

AND NOW, BY VIRTUE OF THE AUTHORITY OF THE NORTHEASTERN UNIVERSITY CORPORATION AND BOARD OF TRUSTEES, I COMMIT TO YOUR HANDS THE CHARTER OF THE UNIVERSITY WHICH STATES THAT:

"THE UNIVERSITY SHALL EXIST FOR THE PURPOSE OF PROVIDING INSTRUCTION IN ANY AND ALL BRANCHES OF LEARNING."

AND I PLACE OVER YOUR SHOULDERS THE GREAT SEAL OF THE UNIVERSITY, THE SYMBOL OF THE HIGH OFFICE WHICH YOU NOW HOLD.

(Place the lavaliere around his neck)

ON BEHALF OF THE TRUSTEES AND MEMBERS OF THE CORPORATION I WELCOME YOU AS THE FIFTH PRESIDENT OF NORTHEASTERN UNIVERSITY. I ASSURE YOU OF OUR CONFIDENCE IN YOU, AND PLEDGE OUR SUPPORT TO YOU AS YOU STRIVE TO CONTINUE THE GREATNESS THAT IS THIS UNIVERSITY'S DESTINY.

I NOW PRESENT TO YOU, FRIENDS OF THE UNIVERSITY, THE FIFTH PRESIDENT OF NORTHEASTERN UNIVERSITY, JOHN A. CURRY.

(Pause for applause)

47. Chairman Matthews will resume his seat.

48. President Curry acknowledges responsibilities and good wishes and delivers his response.

49. After the address President Curry will resume his seat.

50. Chairman Matthews:
WILL YOU PLEASE RISE FOR THE SINGING OF THE ALMA MATER AND REMAIN STANDING UNTIL THE CONCLUSION OF THE BENEDICTION, ASKED BY REVEREND COLIN B. GRACEY, NORTHEASTERN UNIVERSITY CHAPLAIN. THE WORDS AND MUSIC FOR THE ALMA MATER MAY BE FOUND ON PAGE 20 IN THE PROGRAM.

51. The Alma Mater is sung, led by Mr. Ayoob and the choir.

52. Reverend Gracey steps to the podium to ask the Benediction.

53. Chairman Matthews:
LADIES AND GENTLEMEN, PLEASE BE SEATED AND REMAIN SEATED FOR THE ACADEMIC RECESSIONAL, WHICH BRINGS TO A CLOSE THIS INSTALLATION CEREMONY. YOU ARE ALL CORDIALLY INVITED TO ATTEND THE RECEPTION FOR PRESIDENT AND MRS. CURRY ON THE ARENA FLOOR - BEHIND THESE CURTAINS. THOSE IN THE ACADEMIC PROCESSIONAL WILL JOIN YOU AT THE RECEPTION. MY SINCERE THANKS TO ALL WHO HAVE JOINED US THIS AFTERNOON TO CELEBRATE THE BEGINNING OF A NEW CHAPTER IN THE HISTORY OF NORTHEASTERN UNIVERSITY.

54. Chief Marshal:
"WILL THOSE IN THE ACADEMIC RECESSIONAL PLEASE RISE."

55. The recessional participants will go down the center aisle and break left and right, the way they came in, back to the tent where they will divest themselves of academic regalia.

56. The recessional now begins - Marshal Robinson leads off followed by President Curry (alone) - who will go out the right aisle (aisle you came in). Marshals Vozzella and Fowler will lead the platform group off the stage and out their respective aisles.

57. Other Marshals will then lead the delegates at the end of the platform group and will be followed by the faculty and administrative representatives.

Chapter 7

Integrating Multiple Inaugural Events

Inaugurations are never simple, and they rarely consist of a single event. Even when you incorporate the installation ceremony into an annual event such as commencement, inaugural luncheons, receptions, and other ancillary fetes will require you to have the dexterity of a juggler, the diplomacy of a politician, and eyes in the back of your head.

In Chapter 2, we cited the types and frequencies of events staged during inaugural celebrations. Luncheons, dinners, and receptions are common as are faculty lectures and symposia, often with renowned speakers. Some institutions showcase musical and theatrical performances, while others host prayer breakfasts and religious services. Most colleges and universities stage exhibits, many host open houses and walking tours of the campus, and a few hold a luncheon or reception in honor of the president's wife. (We received no reports of events for a presidential husband, but maybe we will before publishing the next edition of this guide.)

Getting your priorities straight

Begin by putting first things first. All events and all constituencies are not equal. First identify your primary constituencies and determine the type of event that will be fun (one hopes) or appropriate (at least) for each. Staging multiple events also allows (or if your campus facilities are limited, it may require) flexibility in ambiance and location. You can either take the event to the constituency—on its turf—or bring the constituency to campus to showcase your resources. Both approaches can be appropriate.

Once you have established a priority of events, it's essential to determine financial priorities. That is, unless you have an open-ended bank account. If you can't accommodate all important groups at the installation ceremony, for example, you may need to adjust your budget to provide another event for these audiences. In short, to host an event for one audience, you may need to cut back on expenditures for another. Expect to negotiate many financial tradeoffs when staging multiple events. A few institutions have sought external funding—from both individuals and corporations—to support inaugural events. Although this is undoubtedly a reflection of current economic conditions, we see it as a significant trend in financing multiple events. Several colleges and universities publicly acknowledged their sponsors in inaugural publications. (See Figure 10-22 on page 111.)

How many events should you plan? What type of events will be most successful? These answers come quickly when you ask yourself a few basic questions. Does your theme celebrate what you are or what you aspire to be? To whom do you most wish to appeal? What facilities are available for multiple events? What are your financial constraints? In Chapter 1, we cited a variety of reasons for staging an inauguration and raised several questions to consider when selecting the inaugural theme. In Chapter 5, we discussed the number and nature of the invitations. All these factors combine to help you determine what type and how many events you should plan.

Inaugural events should accomplish two principal objectives. They should (1) support and enhance the image you wish to convey of your institution and its new president and (2) reinforce this image among your key constituencies. Of course, this doesn't preclude staging a party for the simple joy of celebrating, but when you're planning multiple events, you'll need to focus on your purpose and take care to balance between academic and social events.

Building a better image

You may like your image or you may not. But every college and university has one. Inaugurations provide an excellent opportunity to expand, reinforce, or alter that image. Think about it. You would expect some institutions to stage symposia and faculty lectures as part of their inaugurations. Why? Their strong academic reputation demands it. You'd look to others for scientific think pieces, religious discussions, musical performances, or community events. Why? Simply stated, such events fit their image.

Let's briefly review five inaugural celebrations—each with a unique theme designed to appeal to specific audiences—staged at five different institutions.

Massachusetts Institute of Technology

The spring 1991 inauguration of Dr. Charles M. Vest as MIT's fifteenth president consisted of several events staged over a period of six weeks and one event several months later. Each event reflected the inaugural theme, "MIT: Shaping the Future." A symposia series honoring three former faculty members made a strong statement about MIT's longtime role in shaping U.S. science policy from engineering to metallurgy. The ceremonial burial of a 2020 Time Capsule—filled with artifacts of today's campus as well eight professors' predictions for the years ahead—captured MIT's inaugural theme and vision of the future. Three concerts, the MIT Symphony, the MIT Concert Choir, and an inaugural concert billed as a "showcase of student music makers at MIT," featuring student composers and performers added another dimension to the MIT image. An inaugural ball, a community service fund-raising road race, and an "essay on the future" contest (all with heavy student and faculty participation) rounded out the festivities.

But you might expect such events from MIT. Hence our interest in another activity that "fit the image" but in an unpredictable way. Remember, the unexpected can be a powerful image builder, and it may be exactly what you need to set your inauguration apart from all others. In the midst of the inauguration's intellectual pursuits honoring Dr. Charles Marstiller Vest, the "Johnson Games and Inaugural Picnic" honored "Chuck and Becky Vest." Some 2,200 contestants divided into 63 teams to challenge (in the words of the MIT motto) "Mens and Manus" (minds and hands). A 50:50 ratio of male and female faculty, students, and staff

formed teams around core groups such as a house, department, or activity. "Simon Says" became a challenging game in the hands of these tough competitors who sought to win through both mental and athletic prowess. "Chuck and Becky" dressed casually to participate in a family event that, in its own unexpected way, said a lot about the MIT community.

"From the outset, we wanted to do more than celebrate the new presidency," says MIT's inaugural committee chair. "We wanted to celebrate MIT, to renew our sense of community, to reaffirm our common goals and aspirations, and to gain strength for the struggles we cannot avoid." It would appear that MIT did that and much more. The institution delivered a clear statement about the institution's identity—past, present, and future—and its role in American science.

The University of Southern California

The inauguration of President Steven B. Sample at the University of Southern California took another approach. Its theme was not unlike that of MIT, but USC carried it out in a much different fashion. "USC: Our Traditions/Our Future" emphasized "the values of the institution and the fact that these values are shared" by the university's major constituent groups. The inaugural activities were held over a three-week period from September 3-26, 1991.

As mentioned in Chapter 2, USC inaugural planners made community outreach the principal goal of their festivities. With the theme, goal, and audiences well-defined, the university staged 16 separate events that drew more than 10,000 attendees. The following roster of events together with the summary of attendance illustrates the success of USC's outreach to its diverse constituencies.

Event	Attendance
"The Future of Graduate Education" symposium	125
Library exhibit opening/"USC Milestones"	80
Jewish community reception/Hebrew Union College	200
Mexican American reception/Tamayo restaurant	370
Ebonics/Black alumni association reception	200
Asian-Pacific American reception	130
Staff breakfast	800
Staff luncheon	500
All-university reception	450
All-student reception	1,000
Faculty breakfast	1,000
General alumni association leadership weekend	250
Staff appreciation picnic	4,000
Associates gala (Black-tie dinner for donors)	500
Post-inaugural trustees' luncheon	460
Post-inaugural media reception at Mudd Estate	80
Total attendance	**10,145**

The president also hosted nine luncheon meetings with individual members of the press and two pre-game brunches with special constituent groups before the USC vs. Arizona State football game.

On September 20, 9,790 people attended the installation ceremony, with 2,000 gathering afterward for a commemorative photo. In addition, 861 registered for "Experience USC" departmental open houses. It's one thing to send out the invitations, it's another to have the guests all come. The community response to USC's invitation indicates that the university did, indeed, succeed in telling its story and making its constituencies feel a part of the USC family.

The impact of such outreach is difficult to assess inasmuch as public relations is difficult to quantify. But one year later, Martha Harris, USC's associate vice president of university public relations, said, "The inauguration got everyone's attention, and it provided credibility and access that our president has continued to build upon."

Bellarmine College

This Catholic liberal arts college in Kentucky staged a multifaceted five-day inauguration in October 1990 for incoming president Dr. Joseph J. McGowan.

The college's theme was unstated but had clear objectives. After a highly successful and mostly popular 17-year presidency, the onset of a fatal illness, and declining enrollments, the former president had left the college in a state of deteriorating morale and sagging community support. Inaugural planners sought the "opportunity for a quick turnaround in spirit by staging the biggest bang this institution has ever had." They focused their joy on promoting the institution, however, rather than the new president. A wide range of inaugural events attracting students, donors, and the public allowed the college to reassert its identity with well-targeted audiences.

To carry out their objectives, inaugural planners staged the following events:

- Ecumenical mass with the participation of four faiths
- Luncheon for Dr. & Mrs. McGowan with prominent women of Louisville
- "Re-envisioning the Human," guest lecture by Robert Bellah, author of *Habits of the Heart* and sociology professor from the University of California, Berkeley (to an overflow crowd of more than 1,200)
- Reception for lecturer
- Dedication and blessing of new residence hall
- Tree planting ceremony
- Interfaith community service with Judaeo-Christian theme
- Reception for interfaith service attendees
- Outdoor concert and fireworks
- Private party for friends of the McGowans
- Inaugural luncheon buffet with musical performances
- Installation ceremony with 30-minute musical prelude
- Reception for all installation ceremony guests
- Dinner for president and guests
- Student dinner and presidential roast
- Black-tie inaugural ball

"In one week, we had a major turnaround on this campus. We had a joyous attitude, and it became infectious," said Bellarmine's inaugural committee chair. "We got great publicity and the city's movers and shakers came back to us after drifting away. Louisville has always been on the cutting edge of ecumenicism, and we re-established ourselves as a part of that community. Our students were even able to stage a humorous presidential roast, and the fireworks were phenomenal. I just can't say enough about what this event did for this campus."

Scripps College

California's Scripps College celebrated the institution's position as a women's college throughout the inauguration of its first woman president, Nancy Bekavac. Events included a president's symposium, installation ceremony, inaugural luncheon and reception, dinner dance, faculty art exhibit, and a special presidential luncheon and open house for students.

The theme focused on "A New Beginning" for the college, alumnae, and students. Throughout the symposium—in Wellesley College President Nannerl Keohane's keynote address, Dartmouth College President James Freedman's remarks, and especially in President Bekavac's inaugural address—speakers stressed the unlimited opportunities for women. The inauguration reflected the Scripps College mission, which President Bekavac says "challenges the dominant ethos of most American higher education."

The serious theme had a light interpretation, too. An all-woman Dixieland band of senior citizens entertained luncheon guests, and a female rock band kept guests on their feet at the dinner/dance. An inaugural video reinforced the significance of women's college education even further. In every aspect of its implementation, this inauguration reflected the goal of Scripps College and its new president: "educating women for the broadest, most challenging, most fulfilling lives they can devise."

Bentley College

Most institutions try to carry out their theme through their events, print pieces, and decorations, but few manage to do all three. Not all themes easily lend themselves to multidimensional interpretation. But when a theme translates into an intellectual, programmatic, gastronomic, auricular, and visual interpretation, it has a dynamic impact. In short, the message gets through!

Such was the case at Bentley College in Massachusetts where the theme for Dr. Joseph M. Cronin's inauguration was "Bentley and the World: Setting a Course for the Future." The logo, a compass rose, appeared on all printed pieces. In his inaugural address, "Bentley's Compass for the World," Dr. Cronin traced the college's international environment, its overseas programs, and the internationalization of the curricula. Then, as the excerpt below suggests, he turned to the future.

> What kind of an education will Bentley provide in the 1990s? I have spoken today of a compass, a source of direction and guidance. . . . A compass that helps students and alumni to navigate their careers. A compass. . . that points toward an understanding of the new world economy. . . that provides an ethical guide. . . that points to respect for other races and diverse ethnic groups. . . . A compass that points toward renewed reverence for our common habitat—this planet.

The installation ceremony opened with a parade of international students from 90 countries carrying nearly 100 flags. It included the presentation of honorary degrees to the president of the Republic of Estonia and an Egyptian scholar. (Bentley has exchange programs with 20 institutions on five continents including Estonia and Egypt.) The academic procession included representatives from more than a dozen overseas institutions.

More than 20 symposia covering a wide range of topics in international affairs and business education carried out the theme on an academic level. And on a social level, the inaug-

ural ball at the World Trade Center in Boston added more international flair. A dramatic sign, "Bentley and the World," greeted guests as they entered the World Trade Center lobby. Flags from around the world, trunks sporting travel tickets, post cards from faraway places, centerpieces of such landmarks as the Eiffel Tower, and background slides of international spots all set the scene.

A strolling violinist during the cocktail reception and dinner and international musical selections (such as the "Song of India" and "Liechtenstein Polka") incorporated into the dance orchestra program struck international chords. The menu—complete with food tables and such specialties as Peking ravioli, Norwegian salmon, and Viennese coffee—added to the celebration's international flavor.

The media gave the inauguration good coverage. Photos and headlines in the local press focused on Bentley's international outlook. Of the many inaugural reports we received, Bentley College took the grand prize for consistency in theme and for effectively using a theme to carry an inaugural message. You'll find examples of Bentley's print materials at the end of this chapter (See Figure 7-1 on pages 73 and 74.)

Launching enrichment programs

Often symposia, or special lectureships held during inaugural week activities, become part of the institution's permanent programs. When such is the case, inaugural events may be said to have long-term residual effects. Several institutions have launched annual presidential lecture series in this manner. At Northeastern University in Boston, for example, inaugural planners designed a presidential lecture series to bring noted professionals to campus. In 1989, Marvin Kalb kicked off the series that has since brought Henry Cisneros, Beverly Sills, and Irving R. Levine to campus. At Centre College in Kentucky, an alumni "Celebration of Teaching" seminar featuring lectures by outstanding faculty is showcased each year during homecoming week. The seminar is a direct spin-off of Centre's 1989 inauguration teaching theme.

Designing multipurpose souvenirs

You read about the artifacts used in installation ceremonies in Chapter 6, but many colleges and universities put other souvenirs and custom-made mementos to good use, as well.

For most institutions, the installation ceremony program is the principal souvenir of the occasion. But 37 percent of our CASE respondents also printed and distributed the president's inaugural address. Fliers, posters, and special editions of the campus newspaper and alumni magazine have also served as souvenirs of the day. Several institutions produced inaugural banners, a few produced commemorative cassette recordings, and some took out advertisements in local newspapers. Other inaugural mementos reported included key chains, coffee mugs, matchbooks, napkins, souvenir coins, and chocolates with the institution's seal. At Scripps College, a commemorative Frisbee made a clever plate holder at a student reception. Alumnae sought out these "hot items" to take home to their children and grandchildren.

Nearly 50 percent of respondents produced inaugural videos. At Scripps College, for example, a video introduced the new president to alumnae who couldn't attend the three-day celebration. The video of inaugural highlights doubled as a cultivation tool for the development office, which sent copies to key volunteers throughout the country "with the hope that they would host small, informal gatherings of the Scripps constituency in their areas to share

the video." At Harvard University, 100 copies of a video of the installation ceremony—together with a special interview with the president—were sent to its alumni clubs around the world.

As recent CASE conferences have illustrated, videos now serve a variety of purposes, and inaugural coverage can make an effective addition to videos for student recruitment, staff orientation, fund raising, and program development.

Staging the mini-inauguration

Circumstances may prompt you to confine inaugural observances to a brief installation ceremony during such regularly scheduled events as commencement, homecoming, family and parents weekends, or founders day. Financial considerations may dictate this decision. Or you may simply want to maximize your new president's exposure by incorporating the inauguration into well-established, crowd-drawing campus events.

Carnegie Mellon University installed its seventh president, Dr. Robert Mehrabian, in "a five-minute ceremony" at the beginning of its May 1991 commencement exercises. The president invited alumni from the era of the university's first president back to campus for the installation "in recognition of the importance of alumni to the institution." In 1992, alumni from the era of the second president were invited for commencement weekend.

Washington College in Maryland incorporated an extensive array of inaugural festivities in honor of President Charles H. Trout into the annual homecoming weekend and the quarterly meeting of the college's board of visitors and governors. The combined schedules "ensured a large representation of college faculty, staff, and board members at the inauguration, as well as good alumni participation," according to the college's special events coordinator. "However, the day of activities surrounding the inauguration was especially long (starting with an early-morning fun run and ending with a midnight outdoor reggae dance), and that put a strain on the maintenance, dining, and special events staff." (One surmises the president was fairly tired that evening, too!)

When combining an inauguration with other events, staffing can be difficult, so always remember to involve your students. Without exception, they will prove to be your greatest asset. Booking facilities can be problematic, too. Most institutions have limited facilities for hosting large groups, and ill will can arise if inaugural events usurp prime space normally given to alumni or parent gatherings.

Of course, timing also becomes crucial when staging a mini-inauguration in conjunction with another event. At Spring Arbor College, for example, where the inauguration was held during homecoming weekend, the inaugural committee developed a detailed timeline for the installation ceremony. But when the first speaker took 20 minutes instead of the scheduled five, it encouraged others to be lax as well. The ceremony was dismissed 45 minutes later than planned, which meant delaying the reception and luncheon. "Consequently, the string quartet's luncheon concert occurred at the same time as the homecoming parade's marching band," according to Spring Arbor's survey respondent. "So luncheon guests enjoyed both musical genres simultaneously."

Creating the right combinations

The joy at Bellarmine College, the community fellowship at USC, the global spirit at Bentley, and the many other experiences shared by our CASE respondents confirm the significance

of inaugurations to the institutional community. We've discussed how the inaugural committee should work hard to make sure all things will be bright and beautiful, but should they be great or small? The inaugural committee chair at a Midwestern Bible college found his answer in the advice of one who took the lesser path.

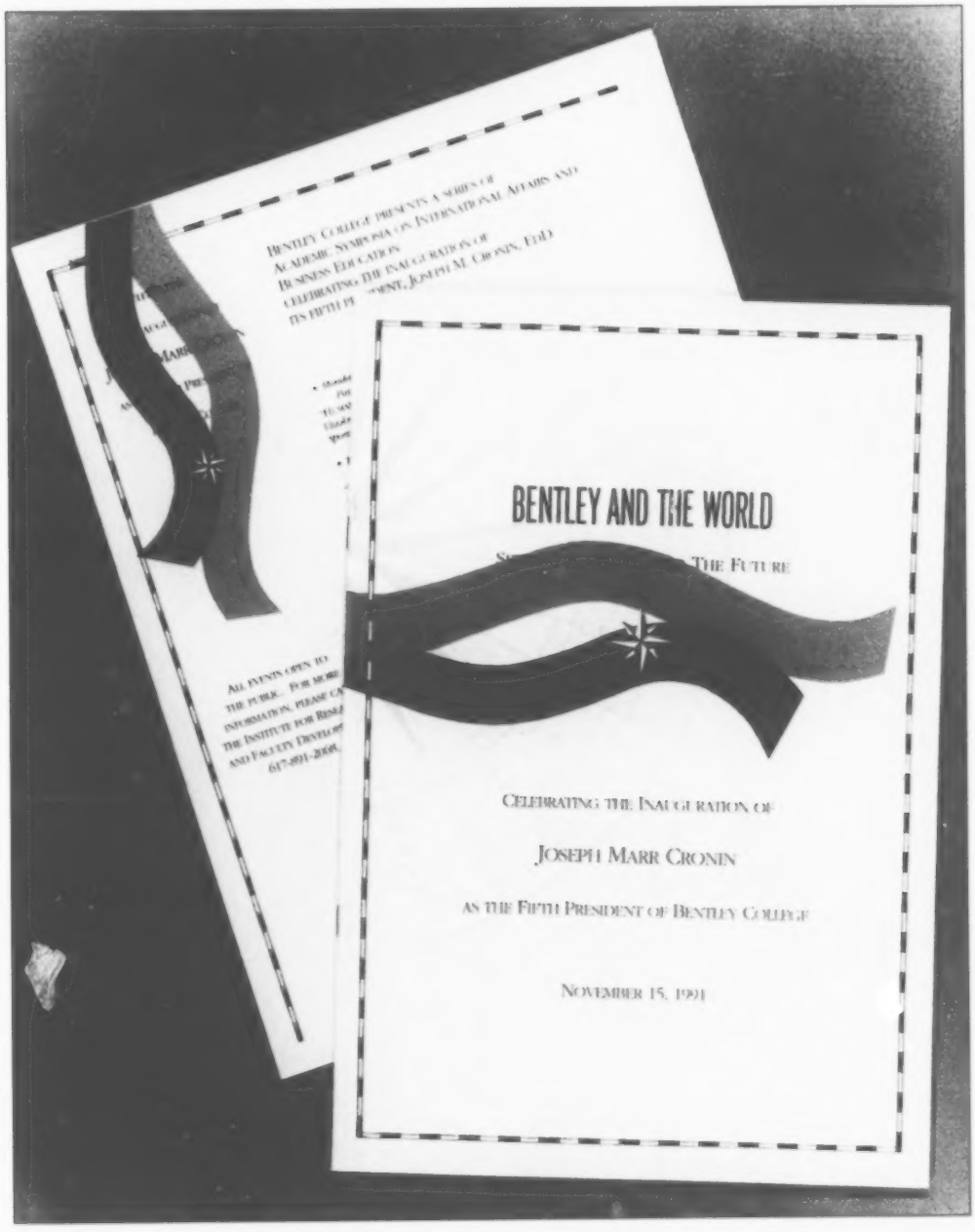
> My first order of business was to find out how an inauguration was done. I began calling colleges in our region that had recent inaugurations. One gentleman told me that when he became chancellor, he requested a small informal inauguration and that upon reflection it was a mistake. He encouraged me to have the biggest inauguration possible as it would be almost the only time when alumni, faculty, students, contributors of the college, and political and community leaders would be gathered together at one time to pledge support to the college and its new president.

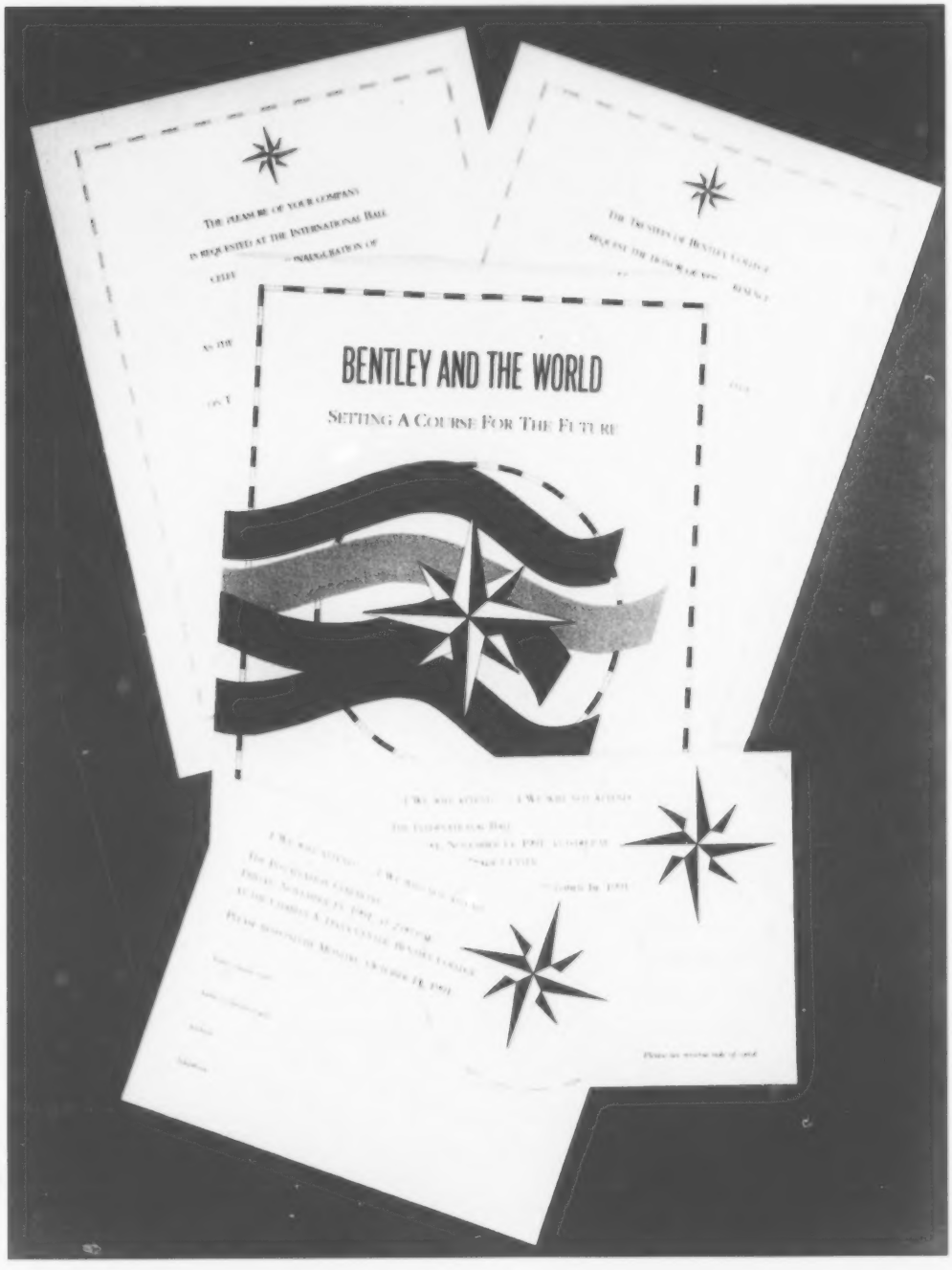
Once you've determined the goals of your inauguration and identified your key audiences, plan and schedule your events accordingly. Never throw together a hodgepodge of happenings just to fill gaps in the inaugural calendar. When your proposed roster of events is complete, run each event through this interrogative gauntlet.

1. Why is this particular event being proposed?
2. How does it complement other planned events?
3. How does it contribute to our institutional image?
4. To what specific audience will it appeal?
5. What do we wish this event to accomplish?
6. How will this event benefit our faculty, students, alumni, or programs?
7. What about this event will be remembered?
8. Are we placing it in the best possible location?
9. Can we afford the cost?
10. What are the long-term residual effects?

If, for each event, you can provide good, honest answers (no procrastinating now) for seven out of the 10 questions, you pass. Congratulations. You're on your way to a great series of successful inaugural events.

Figure 7-1: Bentley College print pieces





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Chapter 8

Preparing for Problems

What were the three most difficult aspects of your inaugural planning? We posed this question to recent inaugural planners. And did they tell us! Rarely did a questionnaire come back without this section completed in full. No one stages an inauguration without problems. Some are institution-specific. Others seem universal. Unfortunately, two out of three of the worst ones are somewhat beyond your control. So look out, here they come—the three biggest obstacles you'll have to hurdle as you sprint down the inaugural planning racetrack.

Problem 1: Whom do we invite and where are their addresses?

We weren't overstating the issue when we wrote in Chapter 5, "The invitation process is the most complex, most time-consuming, and more often than not, the most exasperating aspect of staging an inauguration." Everyone reported problems drafting the invitation list and finding correct addresses.

Nearly every CASE respondent voiced frustration and outright agony over deciding whom to invite and then ferreting out addresses, getting updated address lists, cross-referencing mailing lists, checking for accuracy (changes occur after publication of source materials), and proofreading the final lists and envelopes that were hand-addressed.

And once they'd compiled the lists and verified the addresses, CASE respondents spoke at length of the difficulty of managing multiple invitation packets with separate insertions for various categories of invitees.

Recommended Action

- Tackle the task immediately.
- Don't spare staff, but put one person in charge.
- Get interested offices to help (they need these lists, too).
- Contact the American Council on Education for institutional lists.
- Assign individuals to specific categories of invitees.
- Ask your campus computer-whiz to develop a cross-referencing program.
- Enlist the assistance of your best campus proofreaders (everyone knows who they are if you ask) or assign two people to proof every list.

- Assign someone familiar with your institution to review all addresses for nonobvious errors such as a recent divorce or death.
- Develop a matrix or spreadsheet to organize and keep track of your mailings.
- Set aside a separate work area for list maintenance and packet assembly.
- Simplify invitations and response cards.
- Promise your worker bees a pizza party when the task is completed.

Finally, remember that every cloud has a silver lining. When you're done, you'll have a detailed, accurate, up-to-date mailing list of everyone important to your institution. Try to maintain it. (You may have to run an inauguration again in a few years.)

Problem 2: RSVP seems to mean "refuse (to) send very promptly."

All event planners bemoan the fact that many now ignore the courtesy of responding to invitations to institutional events. But our CASE respondents really vented their ire over the "constant flux and indecision from invited college and university representatives" as well as government officials and other guests who failed to respond to inaugural invitations. In addition, many complained about last-minute delegate changes despite missed deadlines and admonitions about the program going to press.

The fact that these last-minute changes usually compromised food and seating plans for luncheons, dinners, and receptions compounded the problem further. The trustee who appears at the luncheon without sending in a reservation (but expects a seat at a prominent table, a place on the platform, as well as his academic regalia), the government speaker whose office refuses to confirm her attendance until the day of the event, and "no show" delegates were common problems. While some institutions struggled with not having enough food for unexpected guests, others wasted money on food for expected guests who didn't show.

Recommended Action

- Indicate a cut-off date in your invitation packet to college and university delegates, and clearly state that you won't be able to list delegates who respond after this date in your program. And if you're providing academic regalia, set another deadline for reserving academic attire. (Then decide how many extra gowns, caps, and generic hoods you'll have on hand for eleventh-hour delegate arrivals.)
- When printing your installation ceremony program, make arrangements with your printer to send the delegate roster to press last and be prepared to publish a last-minute addendum of delegates.
- Make one person responsible for last-minute delegate changes when lining up the delegates for participation in the academic procession.
- Issue tickets for events and clearly state that tickets will be required for admission.
- Telephone all members of your governing board to confirm attendance (or inability to attend) and advise them that their table number (for meal events) will be attached to their name tag. (This trick works wonders.)
- Have substitute speakers lined up for public officials who cancel at the last minute.
- If possible, assign lunch and dinner seating so the unexpected guest doesn't deprive the expected guest of a prime seat.
- Arrange a standby menu with your caterer (separate from the usual guarantee) that can be put together quickly if needed.
- Quietly remind yourself that it's almost over and you and your institution will survive!

Of course, these proactive measures will not completely head off late RSVPs. But maybe our awareness of the problem will make us more considerate the next time we're asked to provide or to serve as institutional delegates at someone else's inauguration.

Problem 3: Everybody talks about it, nobody does anything about it.

What is it? You guessed it: the weather.

Having read through so many inaugural planners' weather worries, we're convinced that a touch of masochism is involved here. So many institutions planned outdoor inaugural events—and then spent the next six months worrying about the weather. And more often than not, with good reason. It snowed, it rained, a heat wave hit, a cold wave roared in, and "the wind came whippin' up the plain." Net result, amidst all the other last-minute details, inaugural planners had to put inclement weather plans into gear. Perhaps they aren't aware of the odds. If that's the case, we hope these words of caution will help: *The odds are against you.* So plan your inaugural events indoors or under cover whenever possible.

We would love to add these scenes to our "Inaugural Bloopers" video:

> Those of us who have lived here awhile began joking about the possibility of an old-fashioned March blizzard. It came full force in the early morning hours of inauguration day. Out-of-town guests had flown in the previous day. But local people—including about two-thirds of the faculty—couldn't get out of their driveways. We held the event as planned with fewer than 75 people in attendance, including guests and faculty.

> Some 50 mph winds made for ballooning academic robes and caps held firmly on heads as the procession wended its way across the campus.

> The president's family was flying in from all over the country, and I had drivers at O'Hare to pick them up as they arrived in small groups. Due to weather-caused delays, layovers, and lost luggage, one of the president's friends came to the inauguration for two minutes, went back to his hotel, and slept the rest of the weekend.

> We had an October heat wave and high wind, even though the day before was perfect.

> Don't plan a picnic outside. Murphy's Law. It will rain. We did. It did. Our student dining room was packed. I never thought they'd get the piano in the library before it rained. We had made detailed inclement weather plans. So when the heavens opened up, we shuttled dignitaries into the library, and even though the food service was caught with the food in the delivery truck, we still managed an excellent inaugural reception. I remember thinking, after it was all over, that anything short of good planning would have resulted in chaos.

Recommended action

If, after reading all this, you still feel that you absolutely *must* have an outdoor event, we offer this advice from a respondent from St. Peter's College: "Start praying early for good weather."

Time, money, and measles

Our respondents listed many other problems: organizing the academic procession; insufficient time, staff, and money; giving the appearance of overspending; speakers who went over their time limits; and a host of such unpredictables as power outages, self-destructing generators, and speakers who got sick and cancelled.

But by far the most unusual problem arose at Northeastern University where a measles outbreak gained national publicity, through a quarantine of athletics, just days before the inauguration. State and local health departments advised inaugural planners to send out an advisory to all guests who might be at risk. The problem was determining which guests "(a) were born after January 1, 1957 (b) have recently been immunized (c) know through serologic testing that they were immune to measles or (d) are pregnant or may become pregnant within three months!" The Northeastern University inauguration went off beautifully—as most inaugurations do. The moral of these stories: Never underestimate the challenges that can—and will—arise when planning a presidential inauguration.

Problems aside, you can look forward to a tremendous sense of satisfaction when all is said and done. At Northeast Missouri State University, the vice chair of the inaugural committee summed up how hard-working planners felt when they took time out to reflect on a job well done. "The greatest joy came when we gathered in the president's office during the post-inauguration reception, collapsed into comfortable chairs, basked in the glow of the moment, and said to each other, 'Somehow we did it!' Turning to look out the windows to watch the crowd of faculty, staff, students, alumni, and special guests enjoying the reception on a gloriously sunny spring day, we added, 'And it was all worth it!' "

Chapter 9

Countdown to Launch

To avoid looking like the Mad Hatter and to assure yourself that this inauguration will really come off, it's essential to work against a timeline. "How are we doing?" you may ask. "Are we on schedule? Did I forget to do something a month ago that precludes me from doing what I need to do now?" A carefully plotted timeline will help you ask—and answer—these and other timing questions.

CASE's 1987 "Planning A Presidential Inauguration" Answer File included a comprehensive timeline. We've now adapted this excellent guide to reflect recent trends and new considerations in the planning of presidential inaugurations. While no checklist can anticipate every potential task, we hope this one will keep you on course and headed for a spectacular launch of your new president's term of office.

T minus six months and counting

1. Select inaugural committee chair.
2. Discuss inauguration with president to determine his/her views on scope of inauguration.
3. Obtain preliminary budget guidelines from president.
4. Put preliminary hold on all potentially needed facilities.
5. Appoint members of the inaugural committee.
6. Check city/state/institutional calendars for other major events on or near proposed inauguration date. Also check dates of national meetings of major educational organizations.
7. Determine inauguration date and whether it will be a stand-alone event or a celebration incorporated into an annual event.
8. Set up meeting with chair of homecoming, commencement, or other such event if inauguration is to be staged in conjunction with another event.
9. Prepare agenda for first inaugural committee meeting.
10. Define theme, tone, and scope of inauguration.
11. Determine number and nature of inaugural events.
12. Establish inaugural subcommittees.
13. Provide duty rosters for all subcommittees.
14. Establish inaugural committee office, install telephone line, and arrange for staffing.
15. Choose location for installation ceremony and note capacity of the hall or outdoor area.
16. Determine sites for all other inaugural events. Ascertain hall standing and seating capacities of each site.
17. Establish categories of invitees.

18. Develop overall inaugural design/color/theme/logo for all print materials.
19. Determine all print needs and prepare samples for printers' bids.
20. Schedule president's portrait session for official inaugural photograph.
21. Get inaugural date(s) on governor's and mayor's calendars and those of any other public officials you want to attend.
22. Design save-the-date announcement and mail to priority parties.
23. Consult development office about soliciting external funding to underwrite costs.
24. Design and order presidential gown.
25. Design and order presidential lavaliere.
26. Investigate which insignia of office have been used in previous inaugurations. Determine condition of these items and clean and repair, if necessary. Design and create new insignia, if needed.
27. Explore cost and availability of all potential major speakers.

T minus five months and counting

1. Prepare cost estimates and budgets and present to steering committee.
2. Establish budget priorities.
3. Finalize invitation list and begin to collect and verify invitation addresses.
4. Develop invitation lists for individual events.
5. Decide if you will distribute commemorative items.
6. Decide if you will produce an inaugural video.
7. Prepare plans for overflow crowd, including use of closed-circuit television, if installation hall capacity is limited.
8. Check sound system adequacy for installation ceremony once location has been determined. Take steps to bolster or replace system if necessary.
9. Check lighting and ventilation systems in all facilities.
10. Designate robing area and academic procession route to ceremony site.
11. Explore creation of special exhibits.
12. Confer with campus maintenance staff about staging, draping, backdrops, and other construction needs. Compare rental and purchase costs.
13. If flags of several nations are to be used in installation ceremony, determine availability and book usage.
14. Order inaugural banner, if desired.
15. Commission inaugural music if new fanfare, hymn, etc., is to be composed.
16. Contract major speakers.
17. Determine structure of installation ceremony.
18. Invite platform speakers.
19. Invite luncheon/dinner/symposia speakers.
20. Determine contents of inaugural printed program.
21. Approve shooting script for inaugural video.
22. Select printer for all print pieces. Determine production schedule and copy deadlines and arrange to receive envelopes for invitations in advance.
23. Negotiate parking space and fees, if needed, for off-campus events.
24. Contact company to arrange rental of academic regalia.
25. Begin discussions with president about inaugural address.
26. Finalize the budget.

T Minus four months and counting

1. Determine food and beverage menus for all inaugural events and obtain bids from caterers.
2. Determine all floral needs for inaugural events and obtain bids.
3. Reserve a block of hotel rooms for out-of-state guests and advise hotel, in writing, of billing procedures.
4. Arrange rental of tent, canopy, outdoor toilets, and the like, for outdoor events.
5. Order signage needed around campus, for procession marchers, registration tables, etc. Try to incorporate inaugural logo and colors.
6. Establish security procedures with campus police and arrange for key staff to have walkie-talkies on installation ceremony day.
7. Preview all proposed musical performers before making final selections.
8. Hire musical extras if needed to supplement campus musicians.
9. Set up system to order academic regalia for faculty, governing board members, honorary degree recipients, and any others for whom you plan to provide academic dress.
10. Confirm all speakers and symposia participants and obtain all necessary biographical data and photographs.
11. See campus legal counsel about insurance coverage for all events and to review all external contracts.
12. Send notice to faculty regarding schedule of inaugural events and any planned cancellation of classes.
13. Design and set up computer system to accommodate cross-checking and weeding of duplications on invitation list.
14. Finalize invitation address list. Proofread for name and address errors and nonobvious errors such as recent deaths, divorces, and the like. Get list approved.
15. Develop media plan.
16. Determine inclement weather plan.

T minus three months and counting

1. Appoint installation ceremony marshals and ushers.
2. Arrange for color guard.
3. Appoint hosts for all inaugural events.
4. Contract photographer(s) for inaugural coverage.
5. Review progress of campus grounds, plantings, and general sprucing up of buildings.
6. Set up transportation system if shuttle buses, vans, and the like are to be used.
7. Print invitations and begin to address envelopes.
8. Review status of all insignia of office, traditional artifacts, and new artifacts to be used in installation ceremony.
9. Line up substitute speakers for public officials who may make last-minute cancellations.
10. Arrange writing and preparation of honorary degree citations, if needed.

T minus two months and counting

1. Mail invitations now if ready. Mail no later than T minus six weeks.
2. Set up system for tabulating responses to individual events.

3. Determine distribution list for inaugural video.
4. Determine distribution list for president's inaugural address.
5. Prepare system for receiving, storing, and displaying inaugural greetings received from sister institutions.
6. Reserve equipment to record installation ceremony and symposia.
7. Set up procedure to handle first aid and medical emergencies at all inaugural events.
8. Develop campuswide traffic-control plan and access for people with disabilities.
9. Prepare parking plan for television trucks needing electrical hookups, for state cars, and for guests with disabilities or other special needs.
10. Touch base with chair of homecoming or other such event if inauguration is part of a joint celebration.

T minus one month and counting

1. Begin to schedule one-on-one press interviews with president.
2. Schedule press conference.
3. If construction is in progress on campus, confer with contractors about noise and other activities on inaugural event days.
4. Arrange coat check facilities.
5. Arrange facilities for distribution and return of academic gowns.
6. Touch base with the governor's and mayor's office to reconfirm their participation.
7. Prepare order of march for installation ceremony.
8. Prepare instructions to marshals.
9. Send all copy for inaugural program to press.
10. Advise all subcommittee chairs to do progress checks on any unfinished business and report results to steering committee.

T minus three weeks and counting

1. Mail confirmation letters and tickets.
2. Mail last-minute instructions to delegates and final information to all participants about parking, registration, delegate assembly points, etc. (if not included in invitation packet).
3. Write formulary for installation ceremony.
4. Write formulary for luncheon/dinner remarks.
5. Assemble promotional literature for information distribution tables.

T minus two weeks and counting

1. Prepare delegate roster for inaugural program and determine printer's deadline for delegate addendum insert.
2. Prepare seating plans for luncheon and/or dinner.
3. Set up airport pick-up schedule for out-of-town guests.
4. Plan logistics of photographs involving president and special guests.
5. Draw up checklist of pending matters.

T minus one week and counting

1. Close reservations. Prepare alphabetical list of all affirmative replies, alphabetical list by name of institution of all delegates, and a third list of delegates by institution's year of founding.
2. Release unbooked block of hotel rooms.
3. Give caterer food and drink guarantees. Review final menu. Discuss traffic flow, receiving line, photographer's set-up, and video backdrops for all events.
4. Prepare name tags.
5. Set up system for delegate check-in before installation ceremony.
6. Mail out press kits with president's speech properly embargoed, press passes, and parking passes.
7. Prepare list of individuals to be contacted if inclement weather plan has to be implemented.
8. Walk through campus with maintenance chief to review status of grounds, restrooms, walkways, flower beds, grass, posters, handbills, and graffiti. Review plans for final touch-ups.
9. Begin to prepare written instructions for marshals, hosts, and platform party members.

T minus two days and counting

1. Set up signage in robing room indicating delegate assembly areas.
2. Set up registration tables for all inaugural events and computer station, if feasible, at delegates' check-in site.
3. Rope off reserved seating for president's party, guests with disabilities, VIPs, delegate spouses, and other special guests.
4. Prepare table plans and place cards for luncheon/dinner.
5. Rehearse inaugural address with president at installation ceremony site. Check public address system.
6. Stage press conference.

T minus 24 hours and counting

1. Check U.S. Weather Service forecast and determine "zero hour" for activating inclement weather plan.
2. Check stage set-up, platform party seats, podium, sound system, lighting, coverage of electrical cords, and video and recording system placements.
3. Check reserved seating areas.
4. Set up all exhibits, including display of inaugural greetings from other institutions.
5. Hold briefing meeting for inaugural committee members, marshals, hosts, students, and all others working the events. Distribute individual written agendas.
6. Give president final briefing.

Launch

1. Inaugural committee chair should plan to arrive early and meet local arrangements committee chair. Imagine you're guests and walk through campus, observe signs, follow your own

directions to designated areas, note anything in need of attention, and alert individual responsible. Activate walkie-talkies.

2. Review written instructions with members of the platform party.

3. Place names on chairs for platform party and give stage one final review.

4. Check with president's office and office of the board of governors for any last-minute cancellations or arrivals and adapt place cards and table seating plan accordingly.

5. Smile! And then follow the advice of Kansas Newman College's inaugural committee chair, "*Know when the moment arrives to trust that your organization and plans are in place and to allow 'it' to simply happen!*"

Post-launch

When the events of the past six months are behind you, you'll be tempted to get on with your life and pay some attention to all that you've shunted aside (including family and friends). But timely wrap-up is important because only when the events are fresh in your mind can you recall and record—for the *next* inaugural committee—what went well, what could have gone better, and what you'd do differently next time.

Each subcommittee duty roster presented in Chapter 3 ends with the admonition to prepare a final report for the institutional archives. The print and publicity committee has the responsibility to assemble these reports into an appropriate format and forward them—together with copies of all print pieces, newspaper clippings, videos, tapes, and the like—to the archives.

What's more, you'll need to write thank-you notes, mail souvenir photos with appropriate notes from the president, distribute copies of the president's address and video, complete your financial records, and weed through your working files.

Last but not least the inaugural committee has the pleasant and all-important obligation to celebrate. One institution recognized with humor the headaches—and heartaches—of the past several months with prizes awarded at its post-lauch party. However you choose to celebrate, give each other a few well-earned pats on the back. You can no doubt take pride in a job well done.

Chapter 10

All Systems Go: From Invitations To Frisbees

Someone once said, "Imitation is the sincerest form of flattery." It can also put you on the fast track when you're overwhelmed with inaugural details. Creativity and originality will soon follow as you custom-design materials to suit your own inaugural needs. On the following pages are some excellent examples of the works of others to stimulate your own thinking and get you started. Here's a list of what you'll find.

Figure 10-1: Inaugural agenda memo
Figure 10-2: Save-the-date post card
Figure 10-3: Inaugural invitation
Figure 10-4: Internal invitation
Figure 10-5: Student invitation
Figure 10-6: Color-coded tickets
Figure 10-7: Invitation packet
Figure 10-8: Delegate information
Figure 10-9: Reservation confirmation form
Figure 10-10: Inaugural poster
Figure 10-11: Inaugural poster
Figure 10-12: Inaugural luncheon program
Figure 10-13: Inaugural dinner program
Figure 10-14: Inauguration music
Figure 10-15: Inauguration music
Figure 10-16: Program cover
Figure 10-17: Presidential profiles
Figure 10-18: Insignia of office
Figure 10-19: Installation ceremony artifacts
Figure 10-20: Delegate listings
Figure 10-21: Inaugural greetings
Figure 10-22: Sponsor recognition
Figure 10-23: Inaugural souvenir
Figure 10-24: ACE presidents list
Figure 10-25: CASE inaugural planning questionnaire

Figure 10-1: GETTING STARTED. The agenda for your first inaugural committee meeting should convey the importance of getting organized quickly. Note the use of inexpensive, photocopied letterhead for internal inaugural memoranda. This helps distinguish inaugural paperwork from other papers on a busy person's desk.

PRESIDENTIAL INAUGURAL COMMITTEE MEMORANDUM

PRESIDENTIAL INAUGURAL COMMITTEE MEETING

Monday, August 14, 1989

AGENDA

Welcome - Eugene M. Reppucci, Jr., Chairman

Remarks - President John A. Curry

Inauguration Overview - Eugene M. Reppucci, Jr.,
Kathryn Luttgens, Vice Chair
Joy W. Viola, Vice Chair

- Committee membership
- Committee structure/Sub-committees
- Installation date
- Budget
- Possible schedule of events
- Suggested guest list
- Guidelines - Committee of the whole
- Definitions/functions - Steering Committee & Sub-committees
- Inaugural office, phone, personnel
- Operational deadlines

Discussions/questions and answers

Schedule of future meetings of Committee of the whole

Organizational meetings of each of the eight Sub-committees

Adjournment - Members of the Steering Committee (Chairs of the eight Subcommittees) will remain for a briefing

Figure 10-2: MARK YOUR CALENDARS. Viterbo College designed this attractive save-the-date post card as a self-mailer on gray-flecked stock with plum type. The subsequent invitation packet—enhanced by a deep plum marbleized backdrop—adhered to the same color scheme.

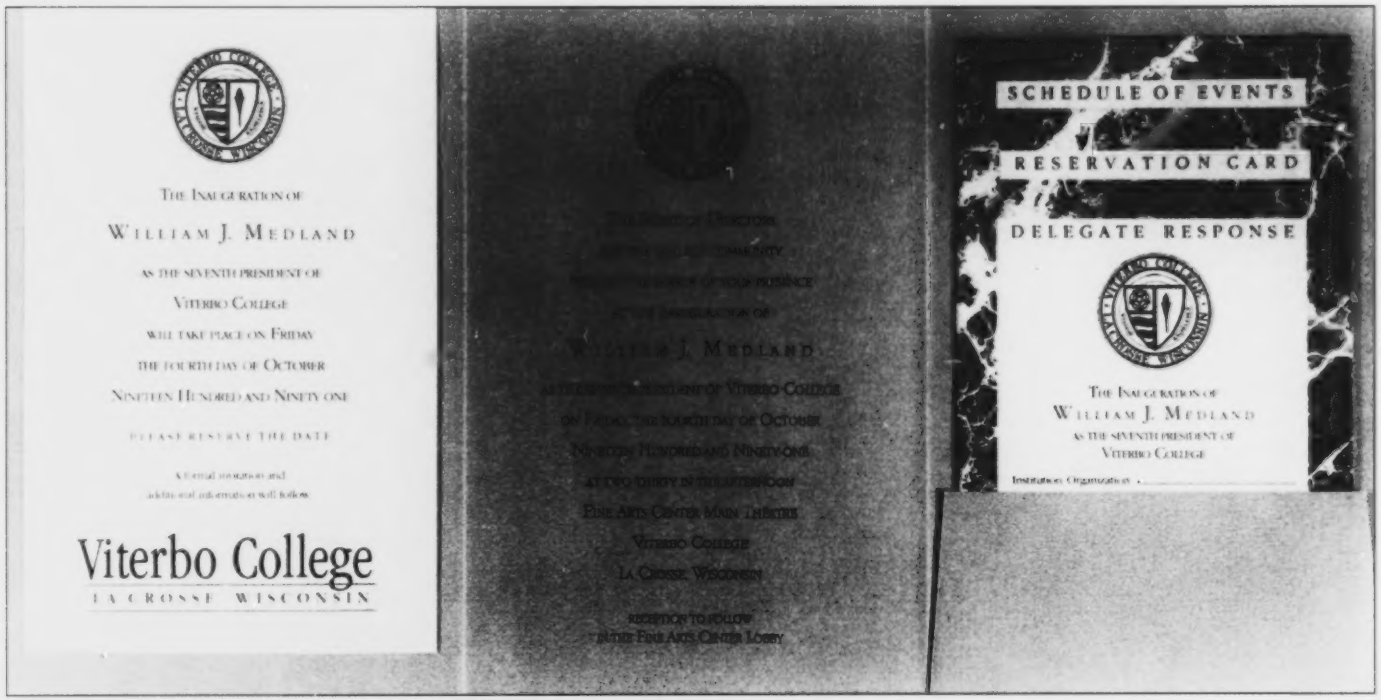

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Figure 10-3: QUIET ELEGANCE. Sweet Briar College chose a traditional ivory stock with black embossed text for its elegant inaugural invitation.

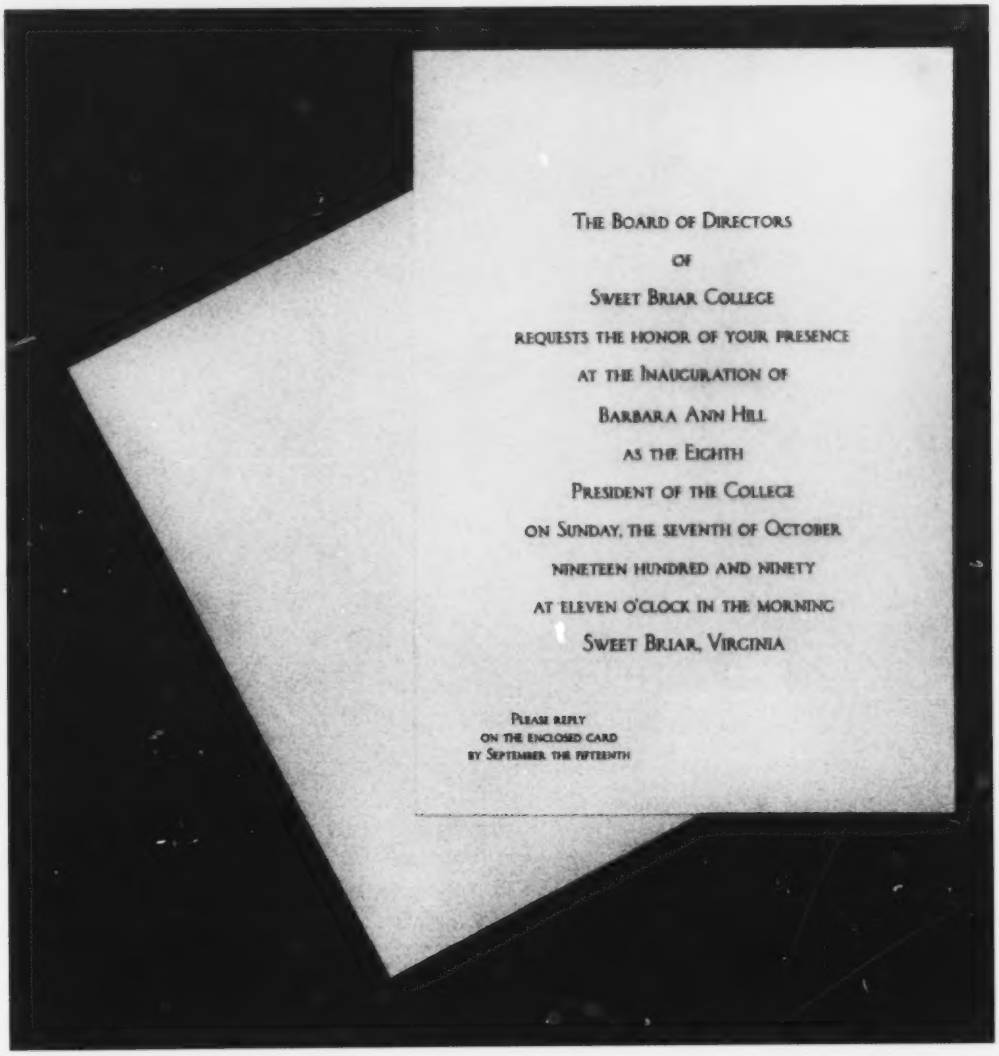

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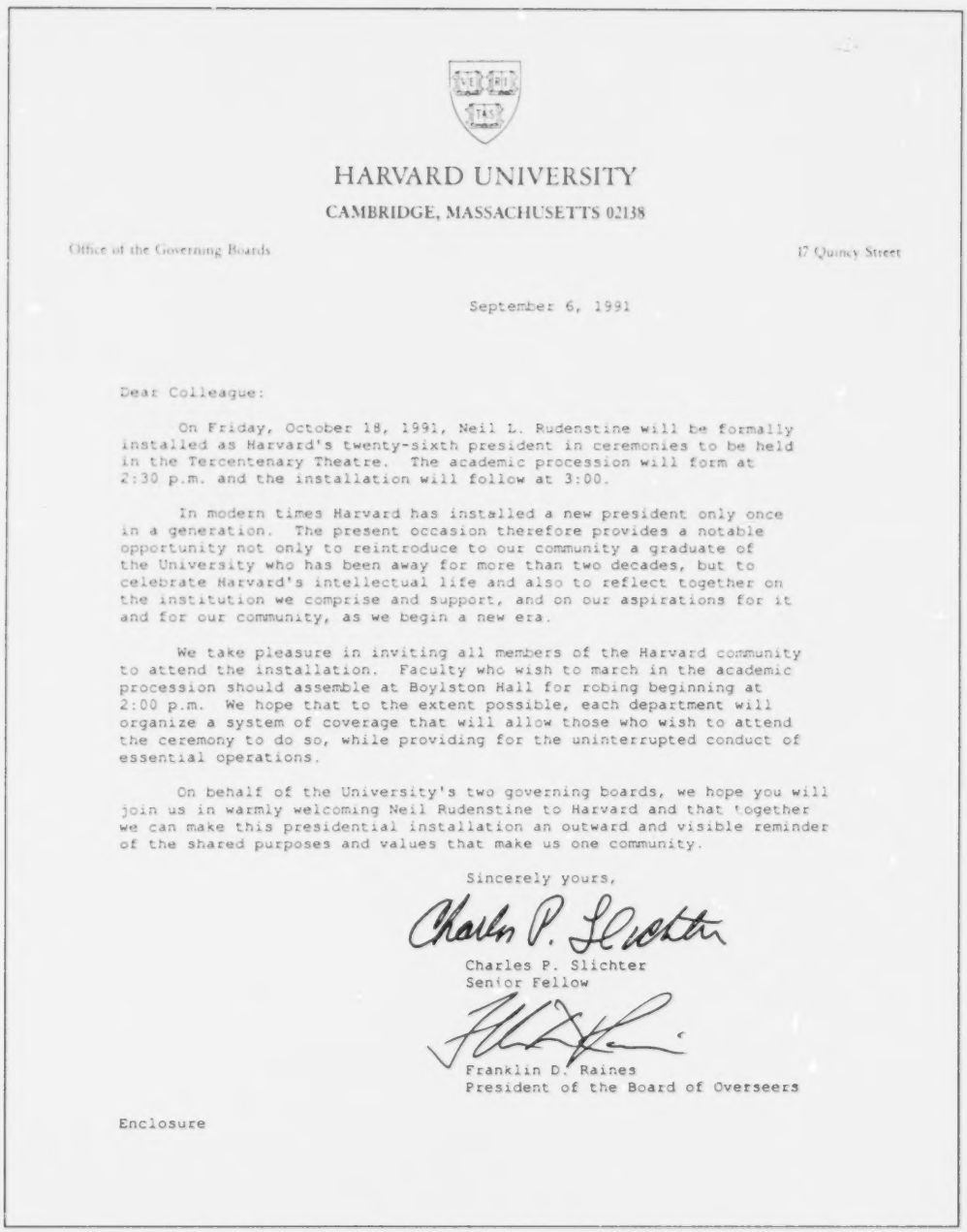
Figure 10-4: LETTER PERFECT. Harvard University sent this letter to all faculty, staff, and retirees. Many institutions use letters such as this to invite internal constituencies to their inaugurations.



HARVARD UNIVERSITY

CAMBRIDGE, MASSACHUSETTS 02138

Office of the Governing Boards

17 Quincy Street

September 6, 1991

Dear Colleague:

On Friday, October 18, 1991, Neil L. Rudenstine will be formally installed as Harvard's twenty-sixth president in ceremonies to be held in the Tercentenary Theatre. The academic procession will form at 2:30 p.m. and the installation will follow at 3:00.

In modern times Harvard has installed a new president only once in a generation. The present occasion therefore provides a notable opportunity not only to reintroduce to our community a graduate of the University who has been away for more than two decades, but to celebrate Harvard's intellectual life and also to reflect together on the institution we comprise and support, and on our aspirations for it and for our community, as we begin a new era.

We take pleasure in inviting all members of the Harvard community to attend the installation. Faculty who wish to march in the academic procession should assemble at Boylston Hall for robing beginning at 2:00 p.m. We hope that to the extent possible, each department will organize a system of coverage that will allow those who wish to attend the ceremony to do so, while providing for the uninterrupted conduct of essential operations.

On behalf of the University's two governing boards, we hope you will join us in warmly welcoming Neil Rudenstine to Harvard and that together we can make this presidential installation an outward and visible reminder of the shared purposes and values that make us one community.

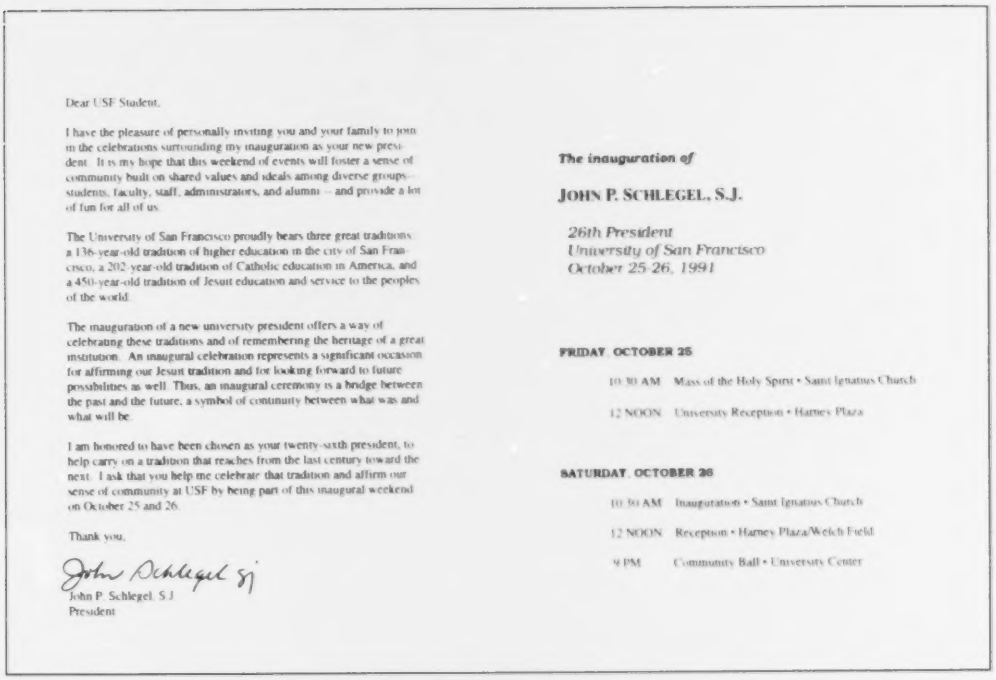
Sincerely yours,

Charles P. Slichter
Senior Fellow

Franklin D. Raines
President of the Board of Overseers

Enclosure

Figure 10-5: STUDENT INVITES. The University of San Francisco (10-5A) sent students formal invitations featuring this printed letter of invitation from the president. Harvard University (10-5B) students received a red card inaugural invitation in their fall semester registration packets. These two different approaches illustrate the wide range of student invitation options.



Dear USF Student,

I have the pleasure of personally inviting you and your family to join in the celebrations surrounding my inauguration as your new president. It is my hope that this weekend of events will foster a sense of community built on shared values and ideals among diverse groups—students, faculty, staff, administrators, and alumni—and provide a lot of fun for all of us.

The University of San Francisco proudly bears three great traditions: a 136-year-old tradition of higher education in the city of San Francisco, a 202-year-old tradition of Catholic education in America, and a 450-year-old tradition of Jesuit education and service to the peoples of the world.

The inauguration of a new university president offers a way of celebrating these traditions and of remembering the heritage of a great institution. An inaugural celebration represents a significant occasion for affirming our Jesuit tradition and for looking forward to future possibilities as well. Thus, an inaugural ceremony is a bridge between the past and the future, a symbol of continuity between what was and what will be.

I am honored to have been chosen as your twenty-sixth president, to help carry on a tradition that reaches from the last century toward the next. I ask that you help me celebrate that tradition and affirm our sense of community at USF by being part of this inaugural weekend on October 25 and 26.

Thank you,

John Schlegel SJ

John P. Schlegel, S.J.
President

The inauguration of

JOHN P. SCHLEGEL, S.J.

26th President
University of San Francisco
October 25-26, 1991

FRIDAY, OCTOBER 25

10:30 AM Mass of the Holy Spirit • Saint Ignatius Church

12 NOON University Reception • Harney Plaza

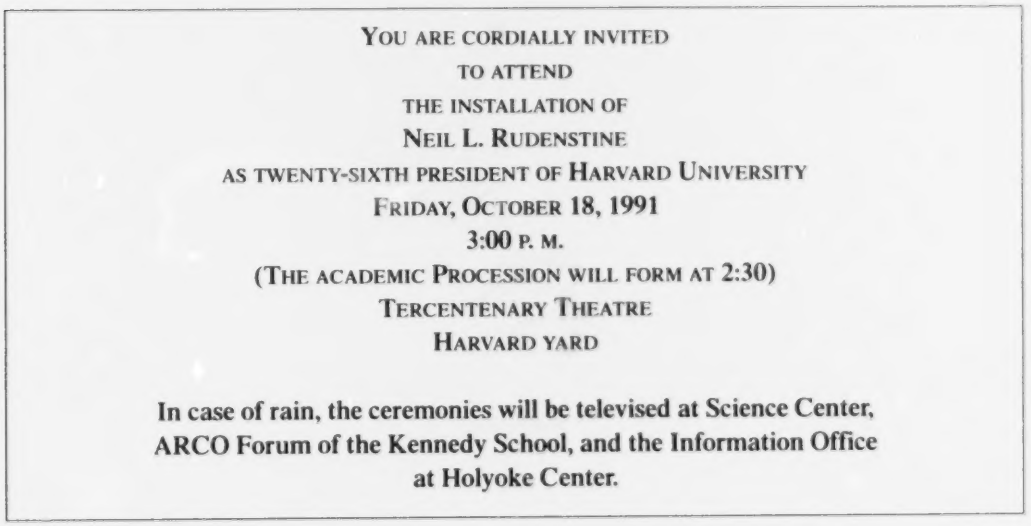
SATURDAY, OCTOBER 26

10:30 AM Inauguration • Saint Ignatius Church

12 NOON Reception • Harney Plaza/Welch Field

9 PM Community Ball • University Center

Figure 10-5A: University of San Francisco



YOU ARE CORDIALLY INVITED
TO ATTEND
THE INSTALLATION OF
NEIL L. RUDENSTINE
AS TWENTY-SIXTH PRESIDENT OF HARVARD UNIVERSITY
FRIDAY, OCTOBER 18, 1991
3:00 P. M.
(THE ACADEMIC PROCESSION WILL FORM AT 2:30)
TERCENTENARY THEATRE
HARVARD YARD

In case of rain, the ceremonies will be televised at Science Center, ARCO Forum of the Kennedy School, and the Information Office at Holyoke Center.

Figure 10-5B: Harvard University

Figure 10-6: TICKETS, PLEASE. An assortment of pastel-colored tickets and invitation packets helped delineate categories of invitees for this inauguration at the Massachusetts Institute of Technology (10-6A). Brandeis University (10-6B) color-coded parking tickets as well as its inauguration ceremony tickets.

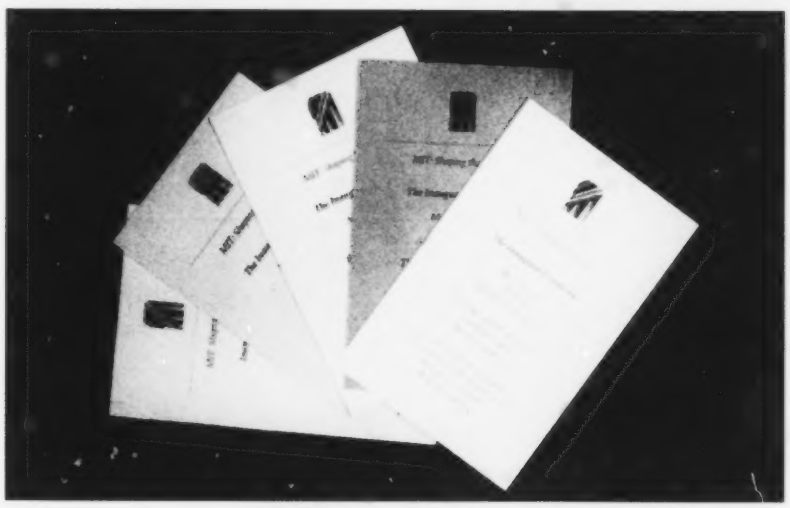


Figure 10-6A: MIT

Figure 10-6B: Brandeis University

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Figure 10-7: COMPACT PACKAGING. Western Baptist College packaged an inaugural schedule, driving directions, and accommodation information on a single card inserted in its handsome blue, gray, and gold invitation packet. Such compact packages help simplify the invitation packet and reduce postage costs.

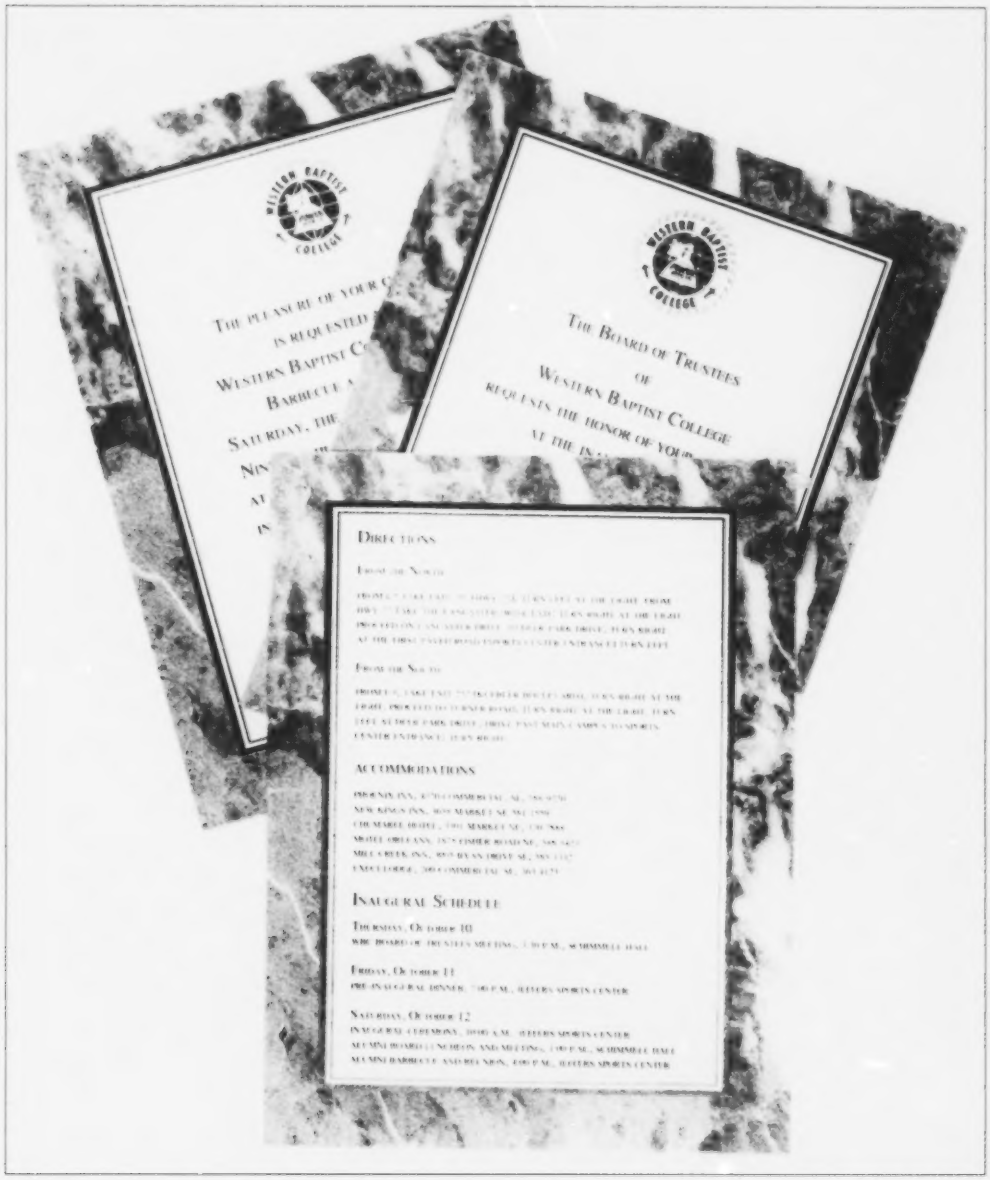

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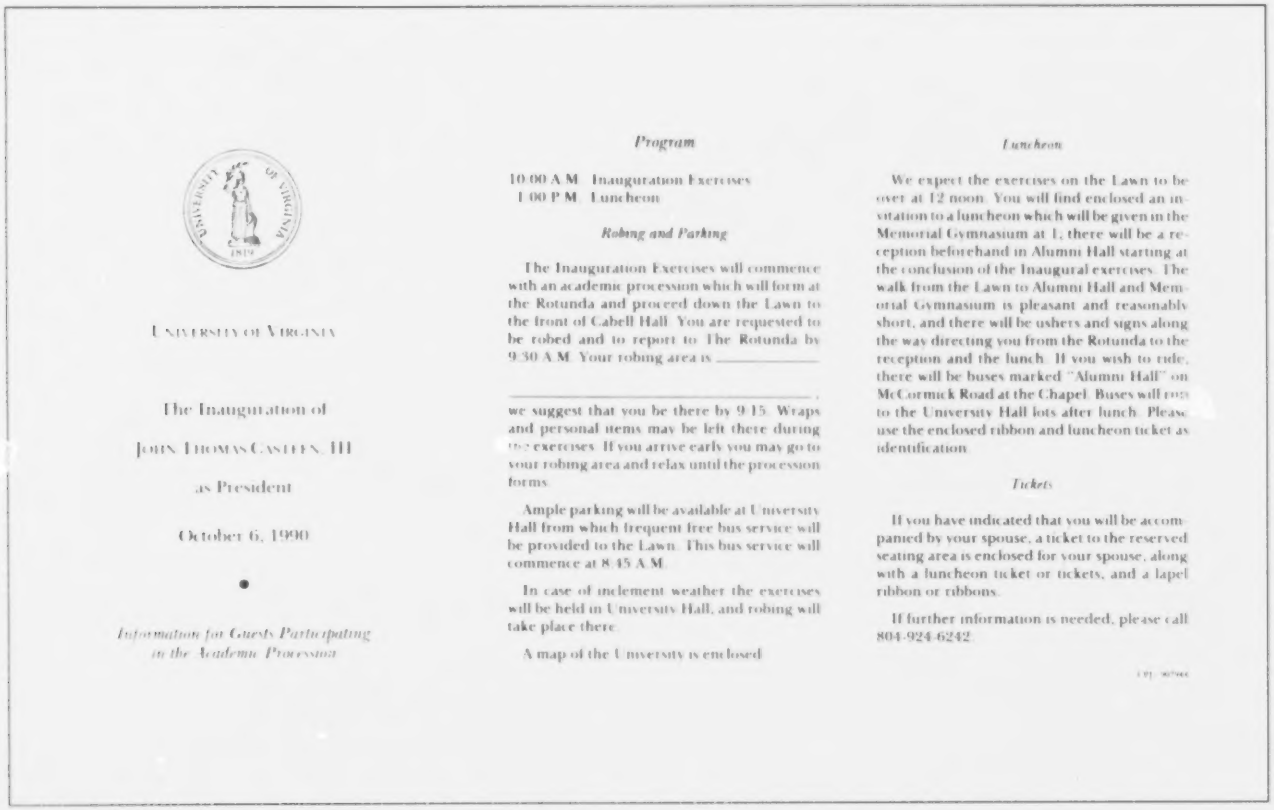
Figure 10-8: DELEGATE DETAILS. The University of Virginia (10-8A) included this small, concise leaflet of delegate information in its inaugural invitation packet. Bellarmine College (10-8B) took another approach with acknowledgment letters and this inaugural information sheet going to all guests sending affirmative replies.



UNIVERSITY OF VIRGINIA

The Inauguration of

JOHN THOMAS CASTEEN, III

as President

October 6, 1990

•

Information for Guests Participating in the Academic Procession

Program

10:00 A.M. Inauguration Exercises
1:00 P.M. Luncheon

Robing and Parking

The Inauguration Exercises will commence with an academic procession which will form at the Rotunda and proceed down the Lawn to the front of Cabell Hall. You are requested to be robed and to report to The Rotunda by 9:30 A.M. Your robing area is _____

_____,

we suggest that you be there by 9:15. Wraps and personal items may be left there during the exercises. If you arrive early you may go to your robing area and relax until the procession forms.

Ample parking will be available at University Hall from which frequent free bus service will be provided to the Lawn. This bus service will commence at 8:45 A.M.

In case of inclement weather the exercises will be held in University Hall, and robing will take place there.

A map of the University is enclosed.

Luncheon

We expect the exercises on the Lawn to be over at 12 noon. You will find enclosed an invitation to a luncheon which will be given in the Memorial Gymnasium at 1; there will be a reception beforehand in Alumni Hall starting at the conclusion of the Inaugural exercises. The walk from the Lawn to Alumni Hall and Memorial Gymnasium is pleasant and reasonably short, and there will be ushers and signs along the way directing you from the Rotunda to the reception and the lunch. If you wish to ride, there will be buses marked "Alumni Hall" on McCormick Road at the Chapel. Buses will run to the University Hall lots after lunch. Please use the enclosed ribbon and luncheon ticket as identification.

Tickets

If you have indicated that you will be accompanied by your spouse, a ticket to the reserved seating area is enclosed for your spouse, along with a luncheon ticket or tickets, and a lapel ribbon or ribbons.

If further information is needed, please call 804-924-6242.

Figure 10-8A: University of Virginia

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BELLARMINE COLLEGE

Inaugural Information
Delegates and Special Guests

Location	The Bellarmine Campus is located between Newburg Road and Norris Place/Douglass Boulevard about five miles from the center of Louisville in the Highlands area. The campus is fifteen minutes from the airport by way of I-264.
Parking	Parking areas are indicated on the map in red. The parking which is nearest to most on-campus activities is that near the Norris Place entrance (north side of campus). Most vehicular traffic enters the campus from Newburg Road (south side of campus).
Registration	Friday, October 12, 1990 - a registration and information desk will be maintained from 8:00 a.m. to 2:30 p.m. in the Wyatt Hall lobby. Coffee and soft drinks also will be available.
Check-in facilities	Persons bringing their academic attire can check them in at the appropriate room at Knights Hall anytime after 8:00 a.m. on Friday, October 12. Wraps and other items may be left there. Security will be provided until 5:00 p.m.
Meals	Those who have made inaugural luncheon reservations will receive their tickets at the registration desk. Those who will be departing Louisville immediately after the ceremony and traveling on a tight time schedule may attend an informal buffet in the Wyatt Hall lobby between 5:00 p.m. and 6:30 p.m. on October 12.
Campus tours	Student guides will be available for campus tours departing from Wyatt Hall between 8:00 a.m. and 2:30 p.m. on October 12.
Inaugural luncheon	The luncheon will be in Frazier Hall of the Brown Activities Center at 12:00 noon.
Academic attire	Academic attire is required for official delegates, Bellarmine faculty, trustees, and others who have been invited to be in procession at the inaugural ceremony. Academic robes will be in the assigned room in Knights Hall for those who requested the College to obtain academic regalia. Those bringing their own academic costume may check them in at the appropriate room in Knights Hall anytime after 8:00 a.m. on Friday, October 12.
Robing	Robing will begin at 2:30 p.m. in Knights Hall. Each delegate will have an assigned seat in the order in which he or she will process.
Academic procession	A musical prelude begins at 3:00 p.m. and cuing up for procession will begin at 3:15 p.m. Procession begins at 3:30 p.m.
Inaugural Ceremony	The inaugural ceremony is at 3:30 p.m. and is preceded by a musical prelude beginning at 3:00 p.m. The procession for official delegates will be according to the date of founding of their respective institutions; delegates of learned societies will line up alphabetically. Tickets for the reserved seat sections of Knights Hall for special guests and spouses of official delegates for the inaugural ceremony are enclosed. If more are needed, please contact us.
Reception	There is a champagne reception in the Brown Activities Center after the ceremony. The reception will end at 6:00 p.m.
Buffet	For official delegates, there will be an informal buffet available in the lobby of Wyatt Hall from 5:00 p.m. until 6:30 p.m.
Tickets	Tickets are required for the inaugural luncheon and for reserved seats for special guests (those not marching in the procession) at the inaugural ceremony. Seating tickets are being mailed in advance. Luncheon tickets will be available at the registration and information desk in the lobby of Wyatt Hall.
Transportation	Standiford Field (Louisville's metropolitan airport) is located on I-264 within fifteen to twenty minutes from Bellarmine College (which is approximately one mile north of I-264 on Newburg Road.) Any delegates or special guests needing airport or hotel transportation to Bellarmine may make arrangements by calling us at (502) 452-8263 and supplying us with details of your flight number, arrival time or other pertinent information. Return services may also be arranged.

Figure 10-8B: Bellarmine College

Figure 10-9: RESERVATION CONFIRMATIONS. Harvard University mailed out reservation confirmation forms and appropriate tickets to its inaugural delegates and guests. Note that inaugural planners also included inclement weather information for the outdoor installation ceremony.

Confirmation of Reservations
Inauguration of President Neil L. Rudenstine
Harvard University
October 17-18, 1991

Name: Rita Q Colberg

We are pleased that you will be attending the inauguration of Neil L. Rudenstine as twenty-sixth president of Harvard University on October 17-18, 1991.

Your reservation for the following events is confirmed:

Thursday, October 17	*Number Attending*	*Location*
An Evening of Literature and Music 8:00 p.m.	1	Sanders Theatre
Friday, October 18 8:15 a.m. Continental breakfasts will be served at symposia locations.		
Faculty Symposia: 9:00 a.m.	*Number Attending*	*Location*
1. Revolutions and Their Consequences		Emerson Hall Room 210
2. Image, Object, and the Teaching Museum Today		Sackler Museum Auditorium
3. The Global Environment		Science Center
4. Can the Professions be Ethical?	1	Kennedy School Penthouse
5. Nationalism and the Politics of Identity		Sever Hall Room 235
6. Reshaping the Discourse on School Reform		Longfellow Hall, GSE
7. Business, Technology, and Competitiveness		Burden Hall, HBS
8. Concepts Shaping Architecture and Landscape: Architecture at the Close of the Twentieth Century		Piper Auditorium, GSD
9. The Rise of Molecular Medicine		Science Center
10. The Humanities: Bringing the Past into the Present		Emerson Hall Room 105
11. Connecting Learning and Policy		Boylston Auditorium
11:00 Ceremony of Readings and Music	1	Memorial Church
12:15 Luncheon (There will be reserved seating for those who march in the academic procession)	1	Memorial Hall
3:00 p.m. Installation	1	Tercentenary Theatre

In case of inclement weather, the installation will be held in Sanders Theatre and televised at the Science Center, ARCO Forum of the Kennedy School and Information Office at Holyoke Center.

Tickets for each event are enclosed.

Parking will be available on Thursday evening at the Broadway Garage, the Everett Street Garage and the Engineering and Science lot at 38 Oxford Street. On Friday, parking will be available at the undergraduate lot on Western Avenue, Soldiers Field parking garage, 219 Western Avenue, and the Harvard Stadium. Shuttle buses will run between these locations and the Yard at frequent intervals beginning at 8:00 a.m.

If you change your plans, or you have questions, please call (617) 495-7507; FAX (617) 495-0521.

The Inauguration Committee

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Figure 10-10: POSTER PROMOS. Many institutions design inaugural posters to encourage faculty, staff, and student attendance. This University of Missouri-St. Louis poster promoted the inauguration as the featured highlight of founders day celebrations.

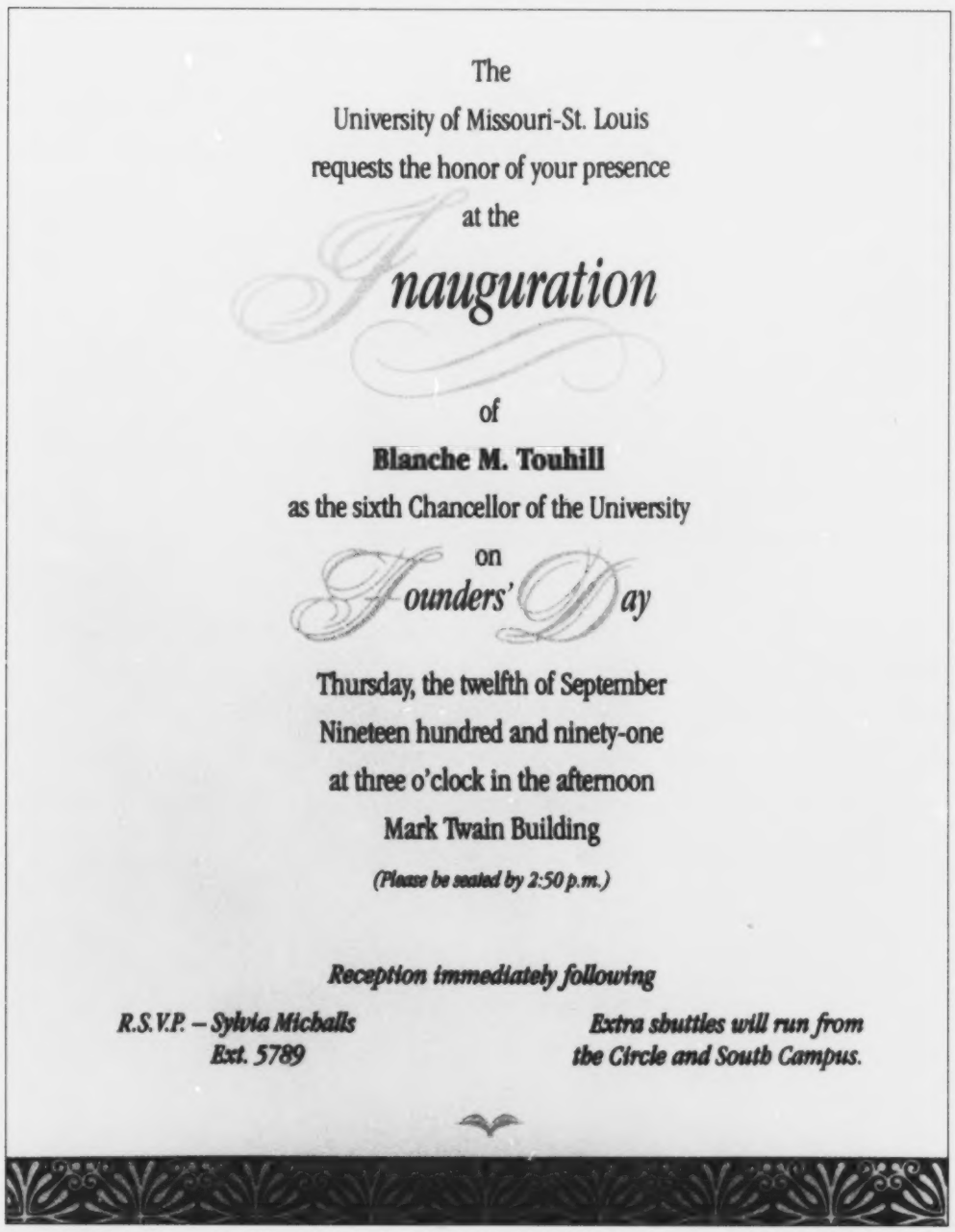

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Figure 10-11: LET THE GAMES BEGIN. More than 2,200 students, faculty, and staff responded to this MIT poster welcoming "Chuck and Becky," the new president and his wife.

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Figure 10-12: LUNCH PLANS. Luncheon programs, such as this one from Spring Arbor College, provide an opportunity to increase the number of constituencies participating in your inauguration. Note the use of musical talent, a popular trend in inaugural celebrations.

Luncheon Program

Master of Ceremonies
Mr. Neil Veydt
Vice President for Planning and Advancement
Spring Arbor College

Invocation — Dr. Myron Augsburger, President, Christian College Coalition

Luncheon

Musical Selection — String Quartet, Jackson Symphony Orchestra
Allegro Con Brio, Op. 18, No. 1 - Ludwig van Beethoven

Introduction of Family and Friends — Dr. Allen Carden, President, Spring Arbor College

Greetings

Carden Family — Mr. Joel Carden, Brother of Dr. Allen Carden

Biola University — Dr. Edward Norman, Dean of Continuing Studies, Biola University

Business Community — Mrs. Ila Smith, President, Greater Jackson Chamber of Commerce

Musical Selection — Mr. Kennistan Bauman, Professor of Music
Mrs. Audrewan Heydenburg, Assistant Professor of Music
Air from Suite No. 3 - Johann Sebastian Bach

Greetings

Faculty — Mrs. Garnet Hauger, Associate Professor of Mathematics, Spring Arbor College
Mr. Larry Ort, Associate Professor of Management and Philosophy, Spring Arbor College

Executive Cabinet — Mr. George Kline, Vice President for Marketing and Program Development, Spring Arbor College

Benediction — Mrs. Sharon Pitts, Assistant Vice President for College Relations, Spring Arbor College

Menu

Marinated Steak and Chicken
Rice
Broccoli with Hollandaise Sauce
Deluxe Tossed Salad with Dressings
Croissants
Derby Pie
Beverages

Luncheon Music

String Quartet
Jackson Symphony Orchestra

Lisa Watts, *Violin*
Laura Jackson, *Violin*
Al M. Howard, *Viola*
David Peshlakai, *Cello*

Figure 10-13: DINING AMBIANCE. The University of Virginia had the perfect place to host its inaugural dinner, and a program sketching the facility's history added an elegant touch. The menu appeared on an inserted card.

THE DOME ROOM AND THE ROTUNDA

In a description of the University for prospective students, Thomas Jefferson wrote that

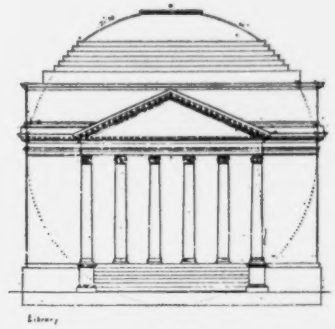
> The ROTUNDA, filling up the Northernmost end of the ground is 77 feet in diameter, and in height, crowned by a Dome 120 deg. of the sphere. The lower floor has large rooms for religious worship, for public examinations, and other associated purposes. The upper floor is a single room for a Library, canopied by the Dome and its sky-light.

The placement of the library, both physically and symbolically above the other "associated purposes" of the University, suggests his belief in the pre-eminence of learning. Such a belief would have been doubly confirmed if his planned planetarium, the first of its kind in America, with moveable stars around the oculus, had been executed.

The Dome Room served as the principal University library until the Rotunda was damaged by fire in 1895. It was rebuilt, following the design of Stanford White based on the cavernous interior of the Roman Pantheon, not until 1938 was the library relocated. The Rotunda fell into disuse for some years; a local story goes that it was used only "for a Rotunda." In 1973 the interior was gutted and another rebuilding begun.

The present building, a return to the original Jeffersonian conceptions, was opened in 1976, the Bicentennial Year; the first official function was a luncheon for Queen Elizabeth II during her visit to Monticello and the University. Such a notable occasion echoes the first of the many functions held in the Dome Room. In 1824, before the buildings had been completed and before a student had been enrolled, Mr. Jefferson and his fellow-citizens gave here a "great public dinner" to honor the Marquis de Lafayette who was in the midst of a triumphal return to the United States. It is reputed that he said that the Dome Room was the handsomest room he had seen in America. A later historian has said, with understandable enthusiasm, that for the dinner "there could not have been found in America another apartment more imposing for the purpose."

John T. Casteen, III is the seventh president of the University of Virginia, the office having been created in 1904, 79 years after the University opened in 1825. A native of Portsmouth, he holds three degrees in English from the University. He was a member of the faculty of the University of California at Berkeley from 1970 to 1975, Dean of Admissions and Assistant Professor — then Associate Professor — of English at the University of Virginia from 1975 to 1982, Secretary of Education of the Commonwealth of Virginia from 1982 to 1985 and President of the University of Connecticut from 1985 to 1990.



Mr. Jefferson's drawing of the south elevation of the Rotunda, labelled in his hand "Library."

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Figure 10-14: MUSICAL NOTES. Music has become a significant aspect of inaugural events. The University of Virginia emphasized its origins through music set to the writings of Thomas Jefferson.

MUSIC FOR THE INAUGURATION

The University Singers, Donald Loach, Director

The University Wind Ensemble, Douglas Hargrave, Director
The University Brass Ensemble, Dwight Purvis, Director
The University Percussion Ensemble, Conrad Alexander, Director

The processional music by the University Wind and Brass Ensembles opens with the *Jefferson Festival March* composed by Professor of Music Walter Ross for the inauguration of President Frank L. Hereford, Jr., and continues with William Walton's Coronation March, *Crown Imperial*, and Mr. Ross' *The Silver Mace* written for the inauguration of President Robert M. O'Neil. The procession culminates with the premiere of Walter Ross' *Fanfares on Medieval English Melodies* composed in honor of our medieval scholar and new President, John T. Casteen, III.

The Testament of Freedom, a setting of passages from the writings of Thomas Jefferson, was written in 1943 by the eminent American composer Randall Thompson (1899-1984), then Chairman of the Music Department, "in memory of the Father of the University." The text of the first excerpt is found in *A Summary View of the Rights of British America* (1774):

> The God who gave us life gave us liberty at the same time; the hand of force may destory but cannot dispose them.

The text of the second excerpt is from a letter to John Adams, dated Monticello, September 12, 1821:

> I shall not die without a hope that light and liberty are on steady advance. ... And even should the cloud of barbarism and despotism again obscure the science and liberties of Europe, this country remains to preserve and restore light and liberty to them.... The flames kindled on the 4th of July, 1776, have spread over too much of the globe to be extinguished by the feeble engines of despotism; on the contrary, they will consume these engines and all who work them.

THE INAUGURATION EXERCISES

The Lawn — *Ten A.M.*

ACADEMIC PROCESSION

THE NATIONAL ANTHEM

INVOCATION — The Reverend David K. Garth, Pastor, First Presbyterian Church, Portsmouth, Virginia

THE RECTOR OF THE UNIVERSITY OF VIRGINIA — Edward Elliott Elson

THE GOVERNOR OF THE COMMONWEALTH OF VIRGINIA — Lawrence Douglas Wilder

THE PRESIDENT OF THE STUDENT COUNCIL — Lee Andrell Barnes, Jr.

THE CHAIR OF THE FACULTY SENATE — C. Ray Smith

THE PRESIDENT OF THE ALUMNI ASSOCIATION — Neal O. Wade, Jr.

THE PRESIDENT OF THE COLLEGE BOARD — Donald M. Stewart

INAUGURATION OF JOHN THOMAS CASTEEN, III AS SEVENTH PRESIDENT OF THE UNIVERSITY OF VIRGINIA — Edward Elliott Elson, Rector of the University

THE PRESIDENT OF THE UNIVERSITY OF VIRGINIA

The Testament of Freedom — Randall Thompson
The University Singers

AWARDING OF INTERMEDIATE HONORS

PRESENTATION OF THE THOMAS JEFFERSON AWARD

BENEDICTION — The Reverend Ellis K. Deese, Deacon-in-Charge, Buck Mountain Episcopal Church, Earlysville, Virginia

THE GOOD OLD SONG

Figure 10-15: TALENT SHOWS. Installation ceremonies at Brandeis University provided a fine example of how inaugurations can showcase the institution's musical talents.

Music at the Inauguration

Preludes

"Overture to Semiramide"
Gioacchino Rossini

"Academic Festival Overture"
Johannes Brahms

Processional

"Procession of the Nobles," from
Mlada
Nikolai Rimsky-Korsakoff

"Coronation March," from
Le Prophète
Giacomo Meyerbeer

"America the Beautiful"

O beautiful for spacious skies
For amber waves of grain,
For purple mountain majesties
Above the fruited plain!
America! America!
God shed His grace on thee,
And crown thy good with
brotherhood
From sea to shining sea.

O beautiful for patriot dream
That sees beyond the years
Thine alabaster cities gleam
Undimmed by human tears!
America! America!
God shed His grace on thee,
And crown thy good with
brotherhood
From sea to shining sea.

Musical Interlude

"String Quartet" (1952)
Allegro Risoluto
Irving Fine

Recessional

"Suite #2 in F Major" for
I. March
IV. Fantasia on the "Dargason"
Gustav Holst

The Brandeis University
Symphony Orchestra,
conducted by artist-in-residence Sandra
Dackow, is composed of undergraduate
and graduate students, alumni, faculty,
students from neighboring colleges and
other members of the community. The
orchestra usually presents two concerts
on campus each semester and has often
joined with the University Chorus for
readings or performances of choral/
orchestral works. In 1989 the orchestra
made its debut in New York City, giving
a performance at Carnegie Hall.

The Lydian String Quartet in residence
at Brandeis University
has won critical acclaim for its
interpretive mastery of contemporary as
well as traditional quartet repertoire.
Formed in 1980 at Brandeis, the
Lydians have won numerous prizes at
international competitions, including the
coveted Naumburg Award. The Quartet
performs across the United States in
such venues as the Kennedy Center,
Lincoln Center and the Library of
Congress. They have also toured
Western Europe and the former Soviet
Union and were recently featured in
concert at the American Academy in
Rome. The String Quartet (1952) by
Irving Fine, Walter W. Naumburg
Professor of Music at Brandeis from
1950 to 1962, was recorded by the
Lydian String Quartet on the Electra
Nonesuch label.

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Figure 10-16: FAIR HARVARD. Harvard University is probably the only institution in the U.S. that could say it all by placing only the signatures of its former presidents on its inaugural program cover. This elegant design is a classic example of individualizing an inaugural program.

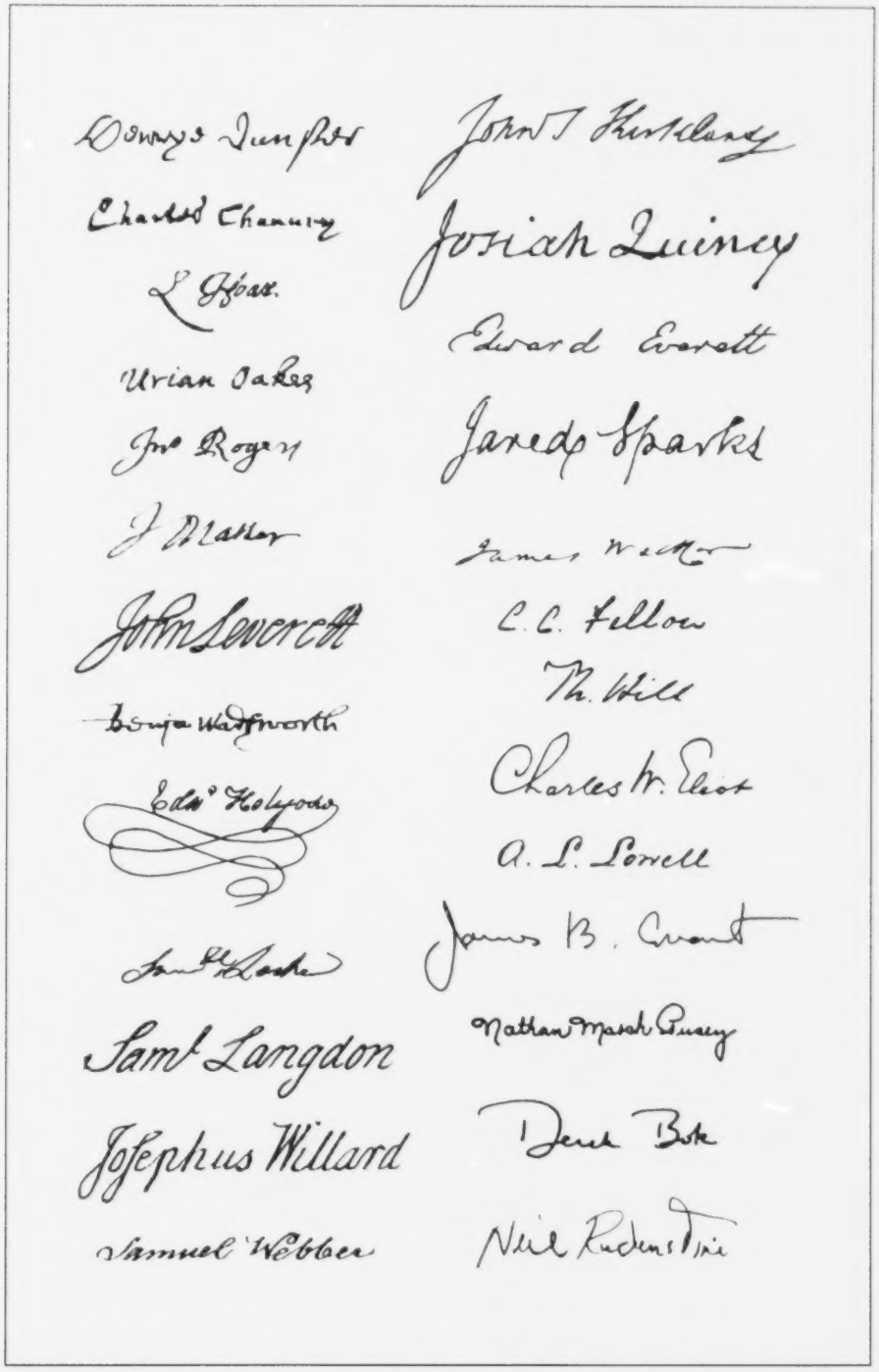
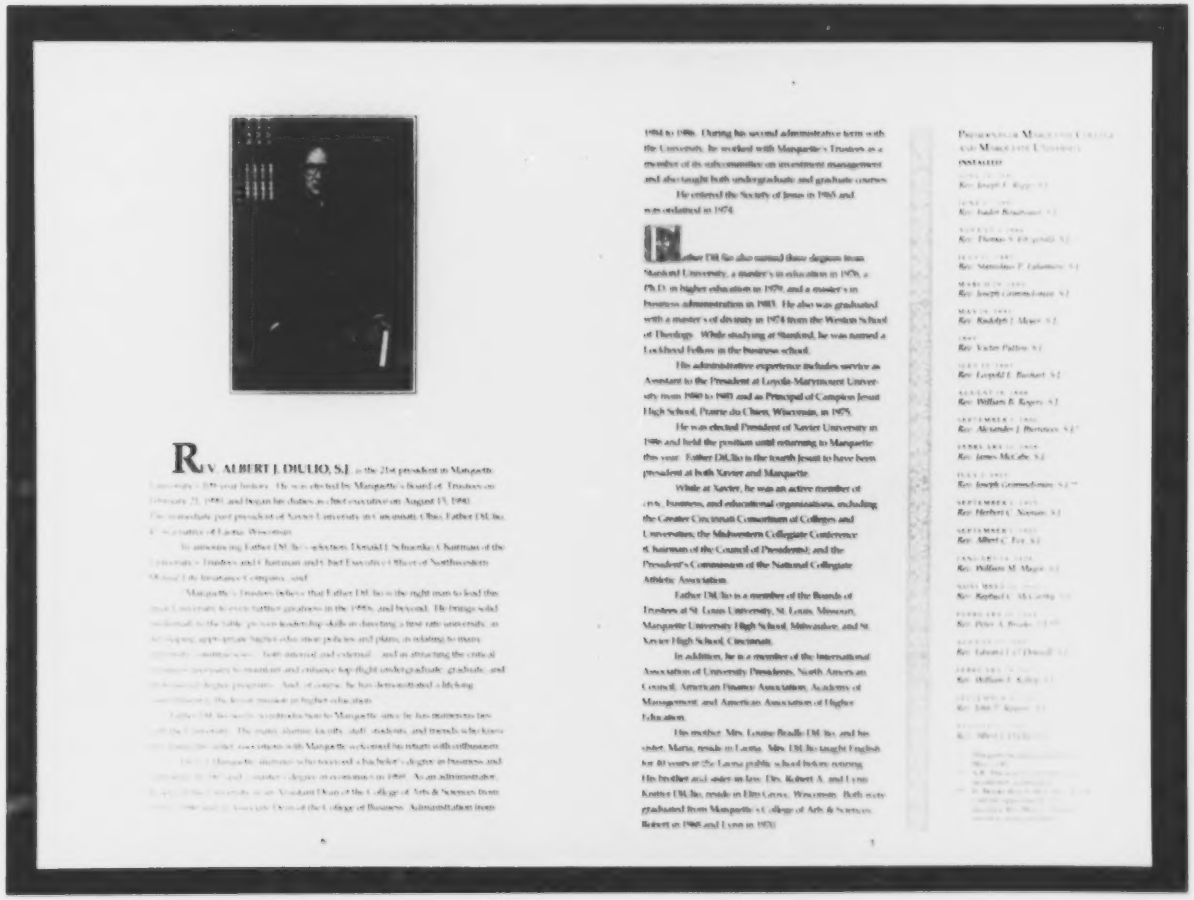
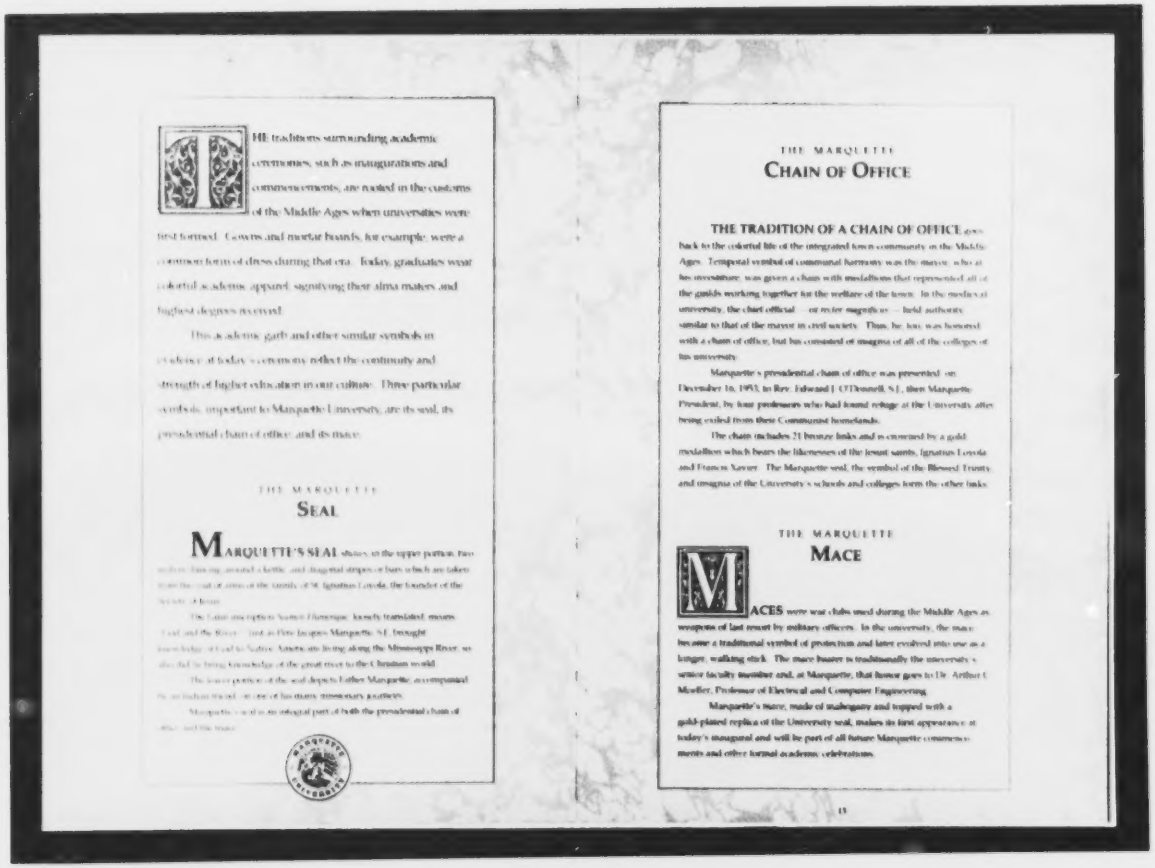


Figure 10-17. PRESIDENTIAL PROFILES. The Marquette University inaugural program tastefully incorporated a roster of past presidents into the profile pages on the new president.



COPY AVAILABLE

Figure 10-18: SIGNIFICANT INSIGNIA. In their inaugural programs, Marquette University (10-18A) and Viterbo College (10-18B) took two different, but effective approaches to the presentation of academic traditions and the insignia of office.



ALL traditions surrounding academic ceremonies, such as inaugurations and commencements, are rooted in the customs of the Middle Ages when universities were first formed. Gowns and mortar boards, for example, were a common form of dress during that era. Today, graduates wear colorful academic apparel, signifying their alma maters and highest degrees received.

This academic garb and other similar symbols in evidence at today's ceremony reflect the continuity and strength of higher education in our culture. Three particular symbols, important to Marquette University, are its seal, its presidential chain of office, and its mace.

THE MARQUETTE
SEAL

MARQUETTE'S SEAL shows, in the upper portion, two [illegible] bearing aloft a Gothic and Augustal cross or bars which are taken from the coat of arms of the family of St. Ignatius Loyola, the founder of the Society of Jesus.

The Latin inscription Sanctus Flumenque, loosely translated, means "God and the River." And as Père Jacques Marquette, S.J., brought knowledge of God to Native Americans living along the Mississippi River, so also did he bring knowledge of the great river to the Christian world.

The lower portion of the seal depicts Father Marquette accompanied by an Indian friend, one of his many missionary journeys.

Marquette's seal is an integral part of both the presidential chain of office and the mace.

THE MARQUETTE
CHAIN OF OFFICE

THE TRADITION OF A CHAIN OF OFFICE goes back to the colorful life of the integrated town community in the Middle Ages. Temporal symbol of communal harmony was the mayor, who at his investiture was given a chain with medallions that represented all of the guilds working together for the welfare of the town. In the medieval university, the chief official — or rector magnificus — held authority similar to that of the mayor in civil society. Thus, he, too, was honored with a chain of office, but his consisted of insignia of all of the colleges of his university.

Marquette's presidential chain of office was presented on December 16, 1953, to Rev. Edward J. O'Donnell, S.J., then Marquette President, by four professors who had found refuge at the University after being exiled from their Communist homelands.

The chain includes 21 bronze links and is crowned by a gold medallion which bears the likenesses of the Jesuit saints, Ignatius Loyola and Francis Xavier. The Marquette seal, the symbol of the Blessed Trinity and insignia of the University's schools and colleges form the other links.

THE MARQUETTE
MACE

MACES were war clubs used during the Middle Ages as weapons of last resort by military officers. In the university, the mace became a traditional symbol of protection and later evolved into use as a longer, walking stick. The mace bearer is traditionally the university's senior faculty member and, at Marquette, that honor goes to Dr. Arthur C. Mueller, Professor of Electrical and Computer Engineering.

Marquette's mace, made of mahogany and topped with a gold-plated replica of the University seal, makes its first appearance at today's inaugural and will be part of all future Marquette commencements and other formal academic celebrations.

Figure 10-18A: Marquette University

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The College Seal

During this ceremony, Dr. Medland is to receive an inaugural medallion – a bronze casting of the Viterbo College seal. This symbol, designed according to the science of heraldry, consists of a shield surrounded by three concentric circles. The torch within the shield represents the illumination of the world through knowledge and wisdom. It embodies the highest and most inspired purpose of education in replacing the darkness of ignorance and fear with the vision of truth and beauty.

The rose in the shield recalls St. Rose of Viterbo, the patroness of the Franciscan Sisters of Perpetual Adoration who founded the college and have continued to nurture and shape its mission and character.

The three sets of wavy lines refer to the geography of the College: its location at the junction of three rivers: the La Crosse, the Black and the Mississippi.

Within the area between the second and outer circles are the words: Viterbo College, La Crosse, Wisconsin. The distinctive Franciscan emblem, a Tau cross formed by the Greek letter "T" appears in the area between the second and third circles, representing the Franciscan Sisters of Perpetual Adoration as the spiritual community that laid the strong foundation for Viterbo College. Within the inner circle and shield are the words Wisdom and Knowledge, taken from "Teach me wisdom and knowledge," the new biblical translation of Viterbo's earlier motto: "Teach me goodness, discipline, and knowledge." (Psalm 119:66)

The Mace

Once a familiar weapon in medieval combat, the mace evolved over time into a symbol of rulership and became associated with the pride of a nation and its origins.

Later, the mace was adopted by universities as a symbol of the power of the academic quest for truth and wisdom. It was carried at academic processions not only to bring authority to ceremonial occasions but to symbolize the unity and aspirations of the collegial community.

The mace that leads today's inaugural procession – the Mace of Saint Clare – is named for Clare of Assisi, who, according to tradition, brandished the Blessed Sacrament as a means of repelling hostile forces threatening her convent of nuns at San Damiano in Assisi, Italy. For the Viterbo College community, this mace serves as a symbol of commitment to the Franciscan tradition as the means for contemporary women and men to combat the hostile forces of ignorance and prejudice.

The wooden rod of the mace was originally part of the high altar in St. Wenceslaus Church, which is now the College Church. Together with the Franciscan Cord Braid, the staff evokes the roots of the college community. It also represents the Franciscan charisms of conversion, contemplative prayer, poverty and minority, which are the wellsprings of college life and mission. The mace rod is surmounted by a globe of Sister Earth, a representation of the world and universe as the focus of the humanizing Franciscan vision. The globe is crowned by the Cross Medal of the Franciscan Sisters of Perpetual Adoration, the sponsoring community of Viterbo College. Finally, the mace is sealed with the college's official coat of arms.

Academic Regalia

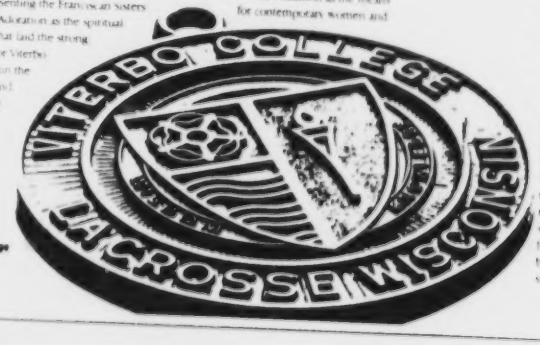
The academic dress worn today for ceremonial occasions originated in the universities of the Middle Ages when classrooms were unheated and the academic gown and hood kept scholars warm. It became a distinctive symbol of academic pursuit, setting the academic apart from the non-academic, hence the gown versus the town disparity that continues even today.

Prior to the American Civil War, most American college and university students wore the gown daily during the entire term of study. The gown only became standardized in 1894 when the American Intercollegiate Commission determined that all robes would be black. The master's robe is distinguishable by long, closed sleeves, the doctors gown by a facing of black velvet from the hem to the neck and back, with three velvet bands around each sleeve above the elbow.

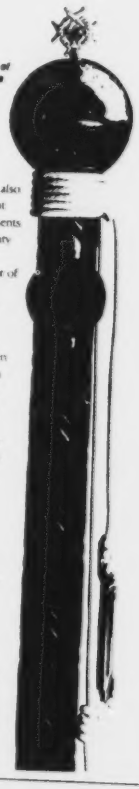
The traditional hood, also black, displays significant colors. The lining represents the colors of the university granting the wearer's highest degree. The color of the facing of the hood signifies the individual's academic discipline or school of study.

Although there has been much innovation in gown and cap design in recent years, the standard colors representing the various academic disciplines have remained the same. These are:

White: Arts and Letters
Purple: Law
Science: Theology
Green: Medicine
Dark Blue: Philosophy
Yellow: Science
Brown: Architecture and Fine Arts
Pink: Music
Gray: Dentistry
Copper: Economics
Lemon: Library Science
Olive: Pharmacy
Light Drab: Business
Light Blue: Education
Orange: International Studies
Citron: Yellow: Social Work
Salmon Pink: Public Health



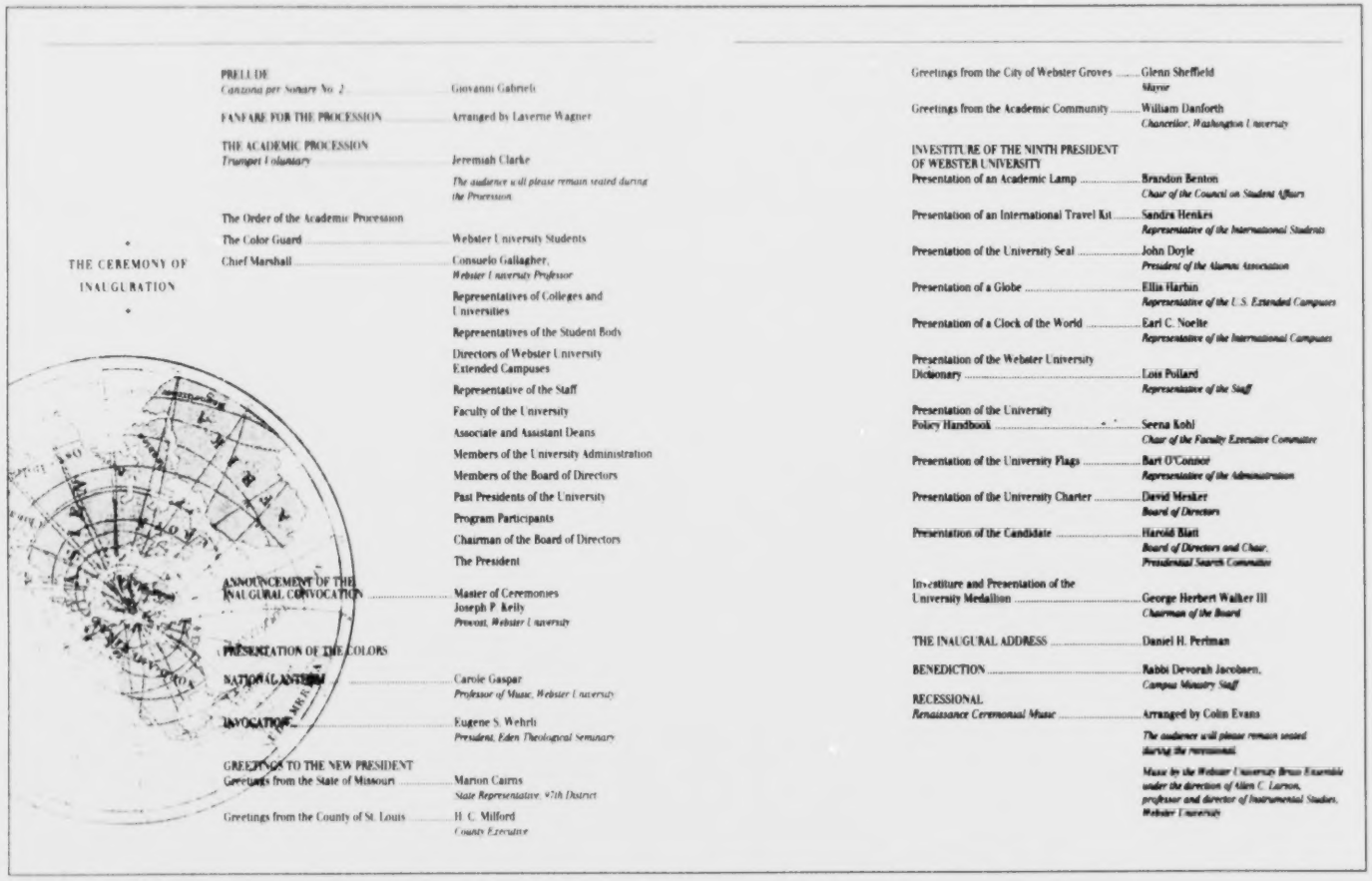
The Viterbo College medallion



The Mace of Saint Clare

Figure 10-18B: Viterbo College

Figure 10-19: CARPE DIEM. Webster University garnered a unique array of installation ceremony artifacts to reinforce its institutional image and presented them in this attractive inaugural program.



THE CEREMONY OF INAUGURATION

PRELUDE
Canzona per Sonare No. 2 ..... Giovanni Gabrieli

FANFARE FOR THE PROCESSION ..... Arranged by Laverne Wagner

THE ACADEMIC PROCESSION
Trumpet Voluntary ..... Jeremiah Clarke

The audience will please remain seated during the Procession.

The Order of the Academic Procession

The Color Guard ..... Webster University Students

Chief Marshall ..... Consuelo Gallagher,
Webster University Professor

Representatives of Colleges and Universities

Representatives of the Student Body

Directors of Webster University Extended Campuses

Representative of the Staff

Faculty of the University

Associate and Assistant Deans

Members of the University Administration

Members of the Board of Directors

Past Presidents of the University

Program Participants

Chairman of the Board of Directors

The President

ANNOUNCEMENT OF THE INAUGURAL CONVOCATION ..... Master of Ceremonies
Joseph P. Kelly
Provost, Webster University

PRESENTATION OF THE COLORS

NATIONAL ANTHEM ..... Carole Gaspar
Professor of Music, Webster University

INVOCATION ..... Eugene S. Wehrli
President, Eden Theological Seminary

GREETINGS TO THE NEW PRESIDENT

Greetings from the State of Missouri ..... Marion Cairns
State Representative, 97th District

Greetings from the County of St. Louis ..... H. C. Milford
County Executive

Greetings from the City of Webster Groves ..... Glenn Sheffield
Mayor

Greetings from the Academic Community ..... William Danforth
Chancellor, Washington University

INVESTITURE OF THE NINTH PRESIDENT OF WEBSTER UNIVERSITY

Presentation of an Academic Lamp ..... Brandon Benton
Chair of the Council on Student Affairs

Presentation of an International Travel Kit ..... Sandra Henkes
Representative of the International Students

Presentation of the University Seal ..... John Doyle
President of the Alumni Association

Presentation of a Globe ..... Ellis Harbin
Representative of the U.S. Extended Campuses

Presentation of a Clock of the World ..... Earl C. Noelke
Representative of the International Campuses

Presentation of the Webster University Dictionary ..... Lois Pollard
Representative of the Staff

Presentation of the University Policy Handbook ..... Seena Kohl
Chair of the Faculty Executive Committee

Presentation of the University Flags ..... Bart O'Connor
Representative of the Administration

Presentation of the University Charter ..... David Mesker
Board of Directors

Presentation of the Candidate ..... Harold Blatt
Board of Directors and Chair, Presidential Search Committee

Investiture and Presentation of the University Medallion ..... George Herbert Walker III
Chairman of the Board

THE INAUGURAL ADDRESS ..... Daniel H. Perlman

BENEDICTION ..... Rabbi Devorah Jacobsen,
Campus Ministry Staff

RECESSIONAL
Renaissance Ceremonial Music ..... Arranged by Colin Evans

The audience will please remain seated during the recessional.

Music by the Webster University Brass Ensemble under the direction of Glen C. Larson, professor and director of Instrumental Studies, Webster University

Figure 10-20: PROCESSION OF THE NOBLES. Delegates of universities, colleges, learned societies, and professional organizations may be presented with or without degrees and titles as these Marquette University (10-20A) and Harvard (10-20B) and programs illustrate.

DELEGATES OF UNIVERSITIES AND COLLEGES

1636 **HARVARD UNIVERSITY**
Dwight Holmes Ellis, III, J.D., *Alumnus*

1701 **YALE UNIVERSITY**
John D. Grangaard, J.D., *Alumnus*

1740 **UNIVERSITY OF PENNSYLVANIA**
Joseph M. Bernstein, Esq., J.D., *Alumnus*

1764 **BROWN UNIVERSITY**
Susan Bromberg, Ph.D., *Alumna*

1789 **GEORGETOWN UNIVERSITY**
Rev. Dennis McNamara, S.J., Ph.D.,
Associate Professor

1809 **MIAMI UNIVERSITY, OHIO**
Thomas E. Wissing, Ph.D.
Professor & Assistant Chair, Zoology

1817 **UNIVERSITY OF MICHIGAN**
John Galanis, J.D., *Alumnus*

1818 **SAINT LOUIS UNIVERSITY**
Rev. Lawrence Biondi, S.J., Ph.D., *President*

1820 **INDIANA UNIVERSITY**
Ramon A. Klitzke, J.D., *Alumnus*

1821 **THE GEORGE WASHINGTON UNIVERSITY**
Steven Martinie, Esq., J.D., *Alumnus*

1830 **SPRING HILL COLLEGE**
John J. Burke, Jr., B.S.C., *Alumnus*

1831 **XAVIER UNIVERSITY**
Michael J. Conaton, B.S., *Interim President*

1836 **ALFRED UNIVERSITY**
Henry C. Bzdak, B.S., *Alumnus*

1841 **FORDHAM UNIVERSITY**
Rev. Joseph A. O'Hare, S.J., Ph.D., *President*

1842 **UNIVERSITY OF NOTRE DAME**
Roger A. Schmitz, Ph.D.
Vice President & Associate Provost

1843 **THE COLLEGE OF THE HOLY CROSS**
David T. McGoldrick, B.S., *Alumnus*

1845 **ST. FRANCIS SEMINARY**
Sr. Marmion Walsh, O.S.F., Ph.D.
Academic Dean

1846 **CARROLL COLLEGE**
Donald W. Tappa, Ph.D.
Academic Vice President, Dean of Faculty

1846 **BELOIT COLLEGE**
Margaret T. Zitzer, B.A.
Assistant Director, Alumni Affairs

1847 **LAWRENCE UNIVERSITY**
Todd Mitchell, J.D., *Alumnus*

1847 **CARTHAGE COLLEGE**
F. Gregory Campbell, Ph.D., *President*

1848 **UNIVERSITY OF WISCONSIN SYSTEM**
Katharine C. Lyall, Ph.D.
Executive Vice President

1848 **UNIVERSITY OF MISSISSIPPI**
Rev. William D.R. Watt, A.H.C., M.Div.
Alumnus

1849 **UNIVERSITY OF WISCONSIN - MADISON**
Joseph I. Cotty, Ph.D.
Associate Vice Chancellor

1850 **UNIVERSITY OF DAYTON**
Terence E. Bichsel, M.B.A., *Alumnus*

1851 **RIPON COLLEGE**
Douglas A. Northrop, Ph.D.
Vice President & Dean of Faculty

1851 **UNIVERSITY OF MINNESOTA**
Garold Bartness, Ph.D., *Alumnus*

1851 **SANTA CLARA UNIVERSITY**
Rev. Paul L. Locatelli, S.J., D.B.A., *President*

1851 **ST. JOSEPH'S UNIVERSITY**
Rev. Nicholas S. Rashford, S.J., Sc.D., *President*

1852 **LOYOLA COLLEGE IN MARYLAND**
Rev. Joseph A. Sellinger, S.J., Ph.L., *President*

1853 **CORNELL COLLEGE**
Charles Boone, M.S., *Alumnus*

1853 **MANHATTAN COLLEGE**
Paul Feller, M.S., *Alumnus*

1854 **UNIVERSITY OF EVANSVILLE**
James H. Perkins, M.B.A.
Group General Administrator

1855 **MICHIGAN STATE UNIVERSITY**
Mark K. Kiptmueller, Ph.D., *Alumnus*

1855 **UNIVERSITY OF SAN FRANCISCO**
Rev. James E. Flynn, S.J., D. Min.
Assistant to the President

1855 **BUTLER UNIVERSITY**
Stephen J. Bushouse, M.S.
Vice President, Student Affairs

1857 **FLORIDA STATE UNIVERSITY**
Brian Jeffrey Knutson, Ph.D., *Faculty*

1858 **BARAT COLLEGE**
Gretchen W. Kearney, Ph.D.
Associate Dean, Academic Affairs

1858 **ST. BONAVENTURE UNIVERSITY**
James M. Kendrick, B.A., *President*

1862 **LAKELAND COLLEGE**
David R. Black, Ph.D., *President*

1863 **BOSTON COLLEGE**
John D. McGourthy, Sr., B.S., *Alumnus*

1865 **WORCESTER POLYTECHNIC INSTITUTE**
Donald Taylor, M.S., *Alumnus*

1867 **MANKATO STATE UNIVERSITY**
Pamela Hardaway Wheeler, Ph.D., *Alumna*

1867 **UNIVERSITY OF ILLINOIS**
Mohammed Y. Quereshi, Ph.D., *Alumnus*

1868 **UNIVERSITY OF WISCONSIN - WHITEWATER**
James R. Connor, Ph.D., *Chancellor*

1870 **LOYOLA UNIVERSITY OF CHICAGO**
Thomas J. Bennett, Ph.D.
Associate Vice President, Academic Affairs

1870 **ST. JOHN'S UNIVERSITY, NEW YORK**
Linda I. Burke, Esq., J.D., *Alumna*

1871 **UNIVERSITY OF WISCONSIN - OSHKOSH**
Joseph M. Mazza, Ph.D., *Associate Vice Chancellor*

1872 **ST. PETER'S COLLEGE**
Rev. Daniel E. Degnan, S.J., LL.M., *President*

1874 **PURDUE UNIVERSITY**
Elizabeth J. Morrell, Ph.D., *Alumna*

1876 **CALVIN COLLEGE**
John L. Ubels, Ph.D., *Alumnus*

10

Figure 10-20A: Marquette University

BEST COPY AVAILABLE

DELEGATES FROM ACADEMIC INSTITUTIONS

12th Century
Oxford University
Peter Machin North

1584
Emmanuel College,
Cambridge University
Lord St. John of Fawsley

1635
Boston Latin School
Michael Contompasis

1693
College of William and Mary
Dennis Thompson

1701
Yale University
Benno C. Schmidt, Jr.

1740
University of Pennsylvania
Sheldon Hackney

1746
Princeton University
James A. Henderson

1754
Columbia University
Robert K. Kraft

1764
Brown University
Frank G. Rothman

1766
Rutgers, The State University
of New Jersey
William A. Dreyer

1769
Dartmouth College
James O. Freedman

1782
Washington College
John B. Taylor

1787
University of Pittsburgh
David Farrell

1789
Georgetown University
Bennett D. Hill

1789
University of North Carolina
C. Dixon Spangler, Jr.

1793
Williams College
J. Hodge Markgraf

1794
Bowdoin College
Norman P. Cohen

1797
Hartwick College
Philip S. Wilder, Jr.

1800
Middlebury College
John McCardell

1813
Colby College
William R. Cotter

1817
University of Michigan
John H. D'Arms

1819
University of Virginia
Garret Schenck

1820
Indiana University
Martin C. Spechler

1821
Amherst College
Ronald C. Rosbottom

1821
McGill University
David P. Ulin

1821
George Washington
University
Kathleen M. Gillespie

1826
Case Western Reserve
University
Harvey Brooks

1826
Lafayette College
Robert I. Rotberg

1827
University of Toronto
J. Robert S. Prichard

1831
New York University
John Brademas, Jr.

1833
Oberlin College
Robert A. Haslun

1834
Wheaton College
Alice E. Emerson

1837
Mount Holyoke College
Peter Berek

1838
Duke University
H. Keith H. Brodie

1839
Boston University
Arthur G. B. Metcalf

1843
College of the Holy Cross
John E. Brooks, SJ

1851
University of Minnesota
Robert Peterson

20

Figure 10-20B: Harvard University

Figure 10-21: THERE IN SPIRIT. A recent inaugural trend is to list institutions sending greetings, but not delegates, in the inaugural program as illustrated by these programs from Howard University (10-21A) and Calvary Bible College (10-21B).

INSTITUTIONS SENDING GREETINGS

AGNES SCOTT COLLEGE
ALASKA PACIFIC UNIVERSITY
ALBRIGHT COLLEGE
ALLENTOWN COLLEGE OF ST. FRANCIS DE SALES
ALMA COLLEGE
ARMSTRONG STATE COLLEGE
BANK STREET COLLEGE OF EDUCATION
BEAVER COLLEGE
BENEDICT COLLEGE
BERGEN COMMUNITY COLLEGE
BERKELEY COLLEGE OF BUSINESS
BERKLEE COLLEGE OF MUSIC
BERRY COLLEGE
BIOLA UNIVERSITY
BIRMINGHAM-SOUTHERN COLLEGE
BRADLEY UNIVERSITY
BRIAR CLIFF COLLEGE
BUENA VISTA COLLEGE
CALIFORNIA STATE UNIVERSITY, LONG BEACH
CAPITAL UNIVERSITY
CAZENOVIA COLLEGE
CENTRAL MICHIGAN UNIVERSITY
CHADRON STATE COLLEGE
COLORADO CHRISTIAN UNIVERSITY
COLORADO STATE UNIVERSITY
CONCORDIA COLLEGE
COPPIN STATE COLLEGE
DELAWARE VALLEY COLLEGE OF SCIENCE AND AGRICULTURE
DUKE UNIVERSITY
EASTERN MICHIGAN UNIVERSITY
ELMHURST COLLEGE
EMPORIA STATE UNIVERSITY
ERIE COMMUNITY COLLEGE
FERRIS STATE UNIVERSITY
FITCHBURG STATE COLLEGE
FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY
FLORIDA INSTITUTE OF TECHNOLOGY
FLORIDA INTERNATIONAL UNIVERSITY
FLORIDA STATE UNIVERSITY
FRANCISCAN UNIVERSITY OF STEUBENVILLE
FRANKLIN COLLEGE
GANNON UNIVERSITY
GENEVA COLLEGE
GORDON COLLEGE
GULF COAST COMMUNITY COLLEGE
HARRIS-STOWE STATE COLLEGE
HASKELL INDIAN JUNIOR COLLEGE
HENRY FORD COMMUNITY COLLEGE
INDEPENDENCE COMMUNITY COLLEGE
INSTITUTE OF AMERICAN INDIAN ARTS
KANSAS NEWMAN COLLEGE
LEBANON VALLEY COLLEGE OF PENNSYLVANIA
LEES COLLEGE
LEES-McRAE COLLEGE
LEHMAN COLLEGE, THE CITY UNIVERSITY OF NEW YORK
LEMOYNE COLLEGE
LEXINGTON THEOLOGICAL SEMINARY
LORAS COLLEGE
LOURDES COLLEGE
LOYOLA UNIVERSITY
LOYOLA UNIVERSITY OF CHICAGO
MEDICAL COLLEGE OF GEORGIA
METHODIST COLLEGE
METHODIST THEOLOGICAL SCHOOL IN OHIO
MIDDLESEX COMMUNITY COLLEGE
MOLLOY COLLEGE
MOODY BIBLE INSTITUTE
NATIONAL UNIVERSITY
NAZARETH COLLEGE OF ROCHESTER
NEUMANN COLLEGE
NORTHEASTERN ILLINOIS UNIVERSITY
NOTRE DAME COLLEGE

Figure 10-21A: Howard University

DELEGATES PRESENT

Institutions of Higher Education

Moody Bible Institute (1886)
Chicago, IL
J. Raymond Tallman, D.Miss.
Faculty

Philadelphia College of Bible (1913)
Philadelphia, PA
William R. Ross, D.Min.
Alumnus

Fort Scott Community College (1919)
Fort Scott, KS
John I. Page, Ph.D.
Director of Development

Dallas Theological Seminary (1924)
Dallas, TX
Dan Norwood, Th.M.
Alumnus

Washington Bible College (1938)
Lanham, MD
D. Edward Smith, M.A.
Alumnus

Grace College of the Bible (1943)
Omaha, NE
Warren E. Bathke, Ph.D.
President

Electronics Institute (1953)
Kansas City, MO
Dan Gooding, Sp.Ed.
Chairman of the Board

Vennard College (1910)
University Park, IA
Joe C. Brown, D.Min.
Vice President for Academic Affairs

Barclay College (1917)
Haviland, KS
Robin W. Johnston, D.D.
President

Faith Baptist Bible College and Seminary (1921)
Ankeny, IA
George Houghton, Th.D.
Academic Vice President

Manhattan Christian College (1927)
Manhattan, KS
Kenneth Cable, B.A.
President

Emmaus Bible College (1941)
Dubuque, IA
Daniel H. Smith, Ed.D.
President

Appalachian Bible College (1950)
Bradley, WV
Daniel L. Anderson, Th.D.
President

Mid-America Nazarene College (1966)
Olathe, KS
Keith R. Bell, Ph.D.
Vice President for Academic Affairs and Dean

Longview Community College (1969)
Lee's Summit, MO
Karen Richards, B.S.
Faculty

Learned Societies

American Association of Bible Colleges (1945)
Fayetteville, AR
Warren E. Bathke, Ph.D.
Member

Association of Christian Schools International (1978)
Whittier, CA
Eric S. Smith, M.Div.
District Representative

Organizations and Ministries

Berean Mission, Inc.
St. Louis, MO
Dudley Sargent, B.R.E.
Associate Director of Candidate Ministries

Bible Impact Ministries
Salina, KS
Doug Clark, B.A.
Executive Director

Blue Ridge Christian School
Kansas City, MO
Gary Rogers, B.S.E.
Principal

Blue River-Kansas City Baptist Association
Lee's Summit, MO
Morton Rose, D.Min.
Executive Director

City Union Mission
Kansas City, MO
Maurice Vanderburg, B.A.
Executive Director

Fellowship of Christian Athletes
Kansas City, MO
Dal Shealy, M.A.
Executive Vice President

Grace Bible Mission
Kansas City, MO
Lyle Murphy, M.A.
General Director

Independent Fundamental Churches of America
Byron Center, MI
Richard Gregory, D.D.
National Executive Director

Kansas City Christian School
Prairie Village, KS
Eric S. Smith, M.Div.
Headmaster/Principal

Mid-America Mission
Green Forest, AR
D. Edward Smith, M.A.
General Director

UNABLE TO BE PRESENT BUT SENDING FELICITATIONS

Institutions of Higher Education

University of Missouri (1839)
Columbia, MO

Washburn University of Topeka (1865)
Topeka, KS

Lincoln University (1866)
Jefferson City, MO

Drury College (1873)
Springfield, MO

Colorado Christian University (1914)
Lakewood, CO

Ontario Bible College (1935)
Willowdale, Ontario

Maranatha Baptist Bible College (1968)
Watertown, WI

Heritage Bible College (1971)
Dunn, NC

Washington University (1853)
St. Louis, MO

Ottawa University (1865)
Ottawa, KS

Northeast Missouri State University (1867)
Kirksville, MO

Tabor College (1908)
Hillsboro, KS

Central Bible College (1922)
Springfield, MO

Nebraska Christian College (1945)
Norfolk, NE

Arizona College of the Bible (1971)
Phoenix, AZ

Landmark Baptist College (1974)
Haines City, FL

Ambassador Baptist College (1989)
Shelby, NC

Learned Societies

Evangelical Training Association (1930)
Wheaton, IL

American Association of Christian Colleges and Seminaries (1981)
Watertown, WI

Organizations and Ministries

Back to the Bible
Lincoln, NE

Friends of Israel
Bellmawr, NJ

Gospel Missionary Union
Kansas City, MO

Life Action Ministries
Niles, MI

SIM International
Charlotte, NC

UFM International
Bala Cynwyd, PA

Figure 10-21B: Calvary Bible College

Figure 10-22: MANY THANKS. Sponsor recognition is another trend in inaugural print materials. Cleveland Community College (10-22A) and Colorado State University (10-22B) both received external funding to help defray their inaugural costs.

INAUGURAL MONTH

SPONSOR

The First National Bank of Shelby

DONORS

Copeland Corporation
Cummings-LeGrand Insurance
PPG Industries
Shelby Printing Company
Eaton Corporation
Martin Boal Anthony and Johnson
Victorian Rose Studio of Photography

PATRONS

Doran Textiles Inc
Fasco Industries
Leasing Services Inc
the Sumner group
Hoechst-Celanese Corporation
KEMET Electronics Corporation
Warehouse Liquidation Corporation

April	Event	Time	Place
4	"Uncle Hill's Store"	7:30 pm	Auditorium
4	Sesquicentennial Reception	9:00 pm	Lobby
6	"Uncle Hill's Store"	7:30 pm	Auditorium
7	"Uncle Hill's Store"	2:00 pm	Auditorium
7	Art Gallery Reception (Scott & Grosch)	3:30 pm	Lobby
8	Tennessee Williams Seminar	7:30 pm	Auditorium
10	Holden Hansen's Children's Show	11:00 am	North Shelby School
10	"Holden Hansen's One Man Show"	7:30 pm	Auditorium
11	Holden Hansen's Children's Show	10:00 am	Washington School
11	"From Opera to Broadway" Visiting Artists Kristopher and Kay Irmiter	7:30 pm	Auditorium
16	"Fashion Flair '91"	7:30 pm	Auditorium
17	"A Reading" Literary Artists Jo Carson, Chris Confield, and Marilyn Orchoff	7:30 pm	Auditorium
18	Scott Ainslie in Concert (blues guitarist)	7:30 pm	Auditorium
20	Thoreau's WALDEN (mini-course)	9:00 am to 8 pm	Auditorium
22	Allen Youngblood in Concert (jazz pianist)	7:30 pm	Auditorium
23	"A Reading" Novelist Michael Parker	7:30 pm	Auditorium
24	Dedication of the James Broughton Petty Amphitheater	7:30 pm	Amphitheater
25	Inauguration of Dr. L. Steve Thornburg	1:30 pm	SAC
25	Inaugural Reception	3:00 pm	LRC
25	Inaugural Ball	8:00 pm	North Lake Country Club
26	Senior Games Awards Night	7:00 pm	SAC
27	"Heritage Day"	9:00 am to 4:30 pm	Fairgrounds
27	The Oompah Kinder German Band Concert	7:00 pm	Amphitheater

CONTINUOUS INAUGURAL EVENTS

2-29	Art Gallery Exhibit The works of Ce Scott and Laura Grosch	M-Th 8 am to 10 pm Friday 8 am to 4 pm	Gallery
4-30	The Mud Masters' Doll Show		Room 1132
21-26	American Heritage Week		LRC

Figure 10-22A: Cleveland Community College

State Board of Agriculture

Appointed Members

John R. Stulp, Jr.
President
Lamar, Colorado

Patricia D. Kelly
Vice- President
Pueblo, Colorado

A. Gary Ames
Denver, Colorado

Wiley Y. Daniel
Denver, Colorado

James R. Isgar
Hesperus, Colorado

Kenneth W. Monfort
Greeley, Colorado

Romaine Pacheco
Denver, Colorado

Walter L. Price
Boulder, Colorado

Richard L. Robinson
Denver, Colorado

Advisory Members

Ernest E. Allen
Faculty Representative,
University of Southern Colorado

Andy Chase
President, Associated Students of
Fort Lewis College

Ken Crowell
President, Associated Students of
the University of Southern
Colorado

Brian Hite
President, Associated Students of
Colorado State University

Page Lindsey
Faculty Representative, Fort Lewis
College

P. Elaine Roberts
Faculty Representative,
Colorado State University

Corporate Sponsors of the Inauguration

A T & T
Coors Brewing Company
N-W Transport Service, Inc.
U S WEST
First Interstate Bank of Denver
First Interstate Bank of
Fort Collins
Fort Collins Marriott Hotel
Colorado Capital Advisors
Robinson Dairy, Inc.,
Dick and Ed Robinson
Popham, Haik, Schnobrich and
Kaufman, Ltd.
Teledyne Water Pik

Inaugural Committee

C.W. Miller, Chair
Professor of Physiology and Vice-Chair,
Faculty Council

Marcia W. Bankirer
Assistant Academic Vice President and
Director, Continuing Education

Donald O. Doehring
Professor of Geology

Kenneth G. Doxtader
Professor of Agronomy

Janet J. Fritz
Professor of Human Development and
Family Studies and Chair, Faculty
Council

Thomas H. Hoehn
Assistant to the Director, Continuing
Education

Melissa A. Katsimpalis
Director, Public and Media Relations

William W. Miller
Executive Assistant to the President,
Associated Students of Colorado
State University

Connie I. Mondragon
Senior Secretary, Office of Provost and
Academic Affairs

Gordon D. Niswender
Associate Dean of Research, College of
Veterinary Medicine and Biomedical
Sciences

Harry Rosenberg
Professor of History

Eugenie C. Snow
Director, Foundation Relations,
Colorado State University Foundation

Brenda Thompson
Senior Word Processing Operator,
Atmospheric Sciences

Celia S. Walker
Assistant to the Vice-President for
Research, and Director of Research
Initiation

Committee Support Staff

Carleen Brice
Public Relations Specialist

Laura Sandell
Public Relations Specialist

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Figure 10-22B: Colorado State University

Figure 10-23: TAKE 'EM HOME. Inaugural souvenirs take many forms, including this creative Frisbee/plate holder in popular use at the Scripps College inauguration.

Figure 10-24: FOR PRESIDENTS ONLY. Many institutions weren't aware of the American Council on Education's presidents list and label service, so we've included this order form in our inaugural guide.

American Council on Education Mailing Lists

Please check all specifications that apply:

Degree granting institutions only (approx. 3,800) ___

Non-degree granting schools only (approx. 2,200) ___
All accredited institutions (approx. 5,500) ___
System Offices only (approx. 230) ___

Institution control:
Public ___ 2-year ___
Private ___ 4-year ___

coeducational ___ Male ___ Female ___

Enrollment range: from _____ to _____

All ACE Members (approx. 1,800) ___

Institutional members only ___
Affiliate members only ___
Organizational members only ___
International members only ___
Corporate members only ___

Check regions or circle states that apply:

Region 0: NJ, CT, VT, MA, RI, NH, ME ___
Region 1: NY, PA, DE ___
Region 2: MD, DC, VA, WV, NC, SC ___
Region 3: TN, MS, AL, GA, FL ___
Region 4: MI, IN, OH, KY ___
Region 5: MT, ND, SD, MN, IA, WI ___
Region 6: NE, KS, MO, IL ___
Region 7: AR, OK, TX, LA ___
Region 8: ID, WY, NV, UT, CO, AZ, NM ___
Region 9: AK, WA, OR, CA, HI ___

Presidents and Chancellors that fit the following profile:

Caucasian ___ African Amer. ___
Asian Amer. ___ Hispanic ___
Native Amer. ___

Male ___ Female ___

took office as of (month/year) _____

Institutions that hold specialized accreditation for a particular program in:

Accounting ___ Acupuncture ___
Architecture ___ Art/Design ___
Audiology/ Speech ___ Chiropractic Education ___
Computer Sci. ___ Construction ___
Counseling ___ Dance ___
Dental ___ Dietetics ___
Engineering ___ Forestry ___
Funeral Service/ Mortuary Sci. ___ Health Ed./ Med. Assisting ___
Health Services ___ Home Econ. ___
Interior Design ___ Journalism ___
Landscaping ___ Law ___
Library Sci. ___ Medical ___
Music ___ Nursing ___
Optometry ___ Pharmacy ___
Physical Ther. ___ Planning ___
Podiatry ___ Psychology ___
Public Admin. ___ Public Health ___
Rec./Parks ___ Rehab. Coun. ___
Social Work ___ Teacher Ed. ___
Theater ___ Veterinary ___

Institutions that are accredited by the following national and regional accrediting bodies:

Amer. Assn. of Bible Colleges (AABC) ___
Assn. of Adv. Rabbinical and Talmudic Studies (AARTS) ___
Accrediting Bureau of Health Education Schools (ABHES) ___
Assn. of Theological Schs. (ATS) ___
Career Coll. Association–Assn. of Indep. Colls. and Schs. (CCA-AICS) ___
Career Coll. Association–Nat. Assn. of Trade and Tech. Schs. (CCA-NATTS) ___
Middle States Assn. of Colls. and Schs./ Comm. on Higher Education (MSA/CHE) ___
Nat. Home Study Council (NHSC) ___
New England Assn. of Schs. & Colls./Comm. on Insts. of Higher Ed. (NEASC-CVTCI) ___
North Central Assn. of Schs. & Colls. (NCA) ___
Northwest Assn. of Schs. & Colls. (NASC) ___
Southern Assn. of Colls. & Schs.–Comm. on Occup. Ed. Insts. (SACS–COEI) ___
Southern Assn. of Colls. & Schs.–Comm. on Colls. (SACS–CC) ___
Western Assn. of Schs. & Colls. Comm. for Jr. Colls. (WASC Jr.) ___
Western Assn. of Schs. & Colls.–Accred. Comm. for Senior Colls. (WASC Sr.) ___

Mailing list addressed to:

President/Chancellor by name ___
other administrators by generic title ___
(please specify - 2 lines, up to 40 characters/line)

line 1 _____

line 2 _____

For current counts, to place orders or for more information, please contact:

American Council on Education, Membership Services/Mailing Lists
One Dupont Circle, Suite 800
Washington, D.C. 20036

tel. 202/939-9340
fax. 202/833-4760

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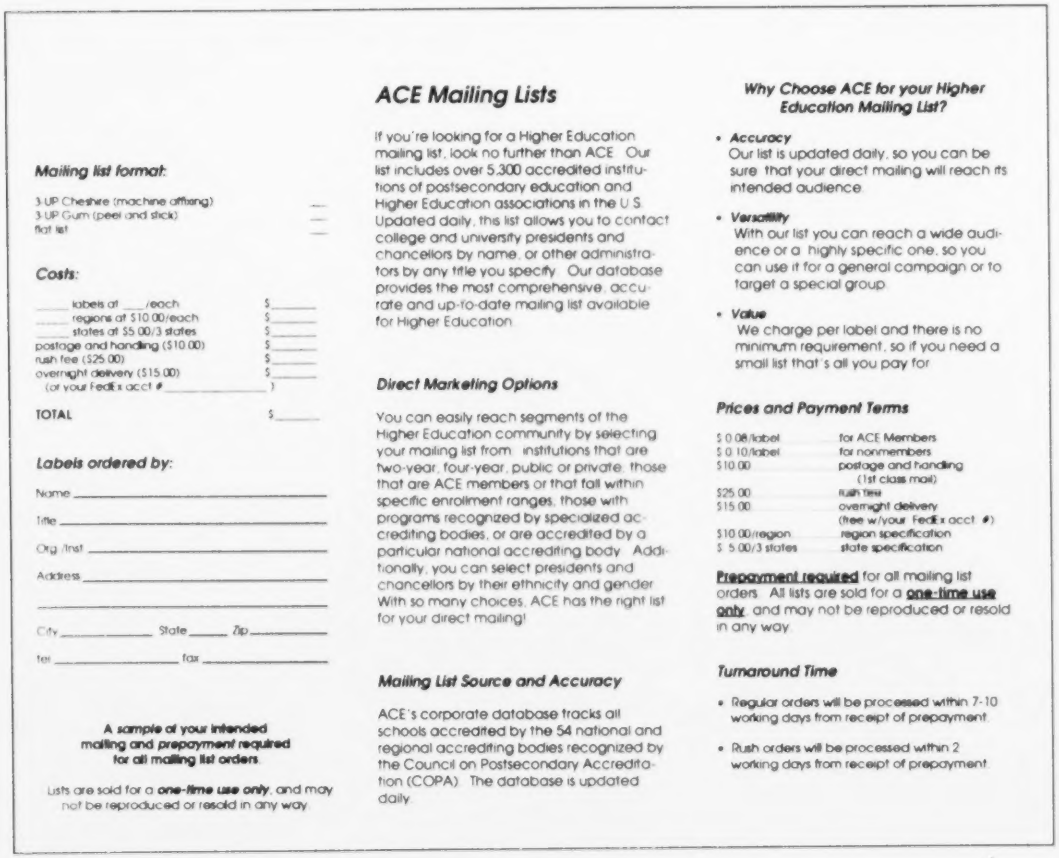

Mailing list format:

3-UP Cheshire (machine affixing) ___
3-UP Gum (peel and stick) ___
flat list ___

Costs:

_____ labels at ____/each	$_____
_____ regions at $10.00/each	$_____
_____ states at $5.00/3 states	$_____
postage and handling ($10.00)	$_____
rush fee ($25.00)	$_____
overnight delivery ($15.00)	$_____
(or your FedEx acct # _____)	
TOTAL	$_____

Labels ordered by:

Name _____

Title _____

Org. /Inst _____

Address _____

_____

City _____ State _____ Zip _____

tel _____ fax _____

A *sample* of your intended mailing and *prepayment* required for all mailing list orders.

Lists are sold for a ***one-time use only***, and may not be reproduced or resold in any way.

ACE Mailing Lists

If you're looking for a Higher Education mailing list, look no further than ACE. Our list includes over 5,300 accredited institutions of postsecondary education and Higher Education associations in the U.S. Updated daily, this list allows you to contact college and university presidents and chancellors by name, or other administrators by any title you specify. Our database provides the most comprehensive, accurate and up-to-date mailing list available for Higher Education.

Direct Marketing Options

You can easily reach segments of the Higher Education community by selecting your mailing list from: institutions that are two-year, four-year, public or private; those that are ACE members or that fall within specific enrollment ranges; those with programs recognized by specialized accrediting bodies, or are accredited by a particular national accrediting body. Additionally, you can select presidents and chancellors by their ethnicity and gender. With so many choices, ACE has the right list for your direct mailing!

Mailing List Source and Accuracy

ACE's corporate database tracks all schools accredited by the 54 national and regional accrediting bodies recognized by the Council on Postsecondary Accreditation (COPA). The database is updated daily.

Why Choose ACE for your Higher Education Mailing List?

- ***Accuracy***
  Our list is updated daily, so you can be sure that your direct mailing will reach its intended audience.
- ***Versatility***
  With our list you can reach a wide audience or a highly specific one, so you can use it for a general campaign or to target a special group.
- ***Value***
  We charge per label and there is no minimum requirement, so if you need a small list that's all you pay for.

Prices and Payment Terms

$ 0.08/label	for ACE Members
$ 0.10/label	for nonmembers
$10.00	postage and handling (1st class mail)
$25.00	rush fee
$15.00	overnight delivery (free w/your FedEx acct. #)
$10.00/region	region specification
$ 5.00/3 states	state specification

Prepayment required for all mailing list orders. All lists are sold for a **one-time use only**, and may not be reproduced or resold in any way.

Turnaround Time

- Regular orders will be processed within 7-10 working days from receipt of prepayment.
- Rush orders will be processed within 2 working days from receipt of prepayment.

Figure 10-25: SURVEY SAYS. Results from this CASE Questionnaire on Inaugural Planning enabled us to bring you this guide to college and university presidential inaugurations.

CASE

COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION

Office of the President

January 21, 1992

Dear Colleague:

As a new president, your inaugural festivities are either recent memories or current concerns. In either case, you are undoubtedly aware of all that is required for the successful launching of a college or university presidency in today's academic environment.

In the words of one inaugural committee chair, "Running an inauguration is not about running a special event. It is about giving a president a good start." Today's president must concern him or herself not only with the protocols of the installation ceremony, but also the politics of the guest list, the theme and tone of the inaugural address, and the real—or perceived—level of the inaugural budget in austere economic times.

To date, there exists no reference work to guide presidents and their inaugural committees through the mountains of minutia that make up a presidential inauguration. In recognition of this fact, CASE is responding with the preparation of a handbook about college and university presidential inaugurations. The author, Joy W. Viola, has more than 30 years of experience in higher education and currently serves as a consultant in inaugural planning. But Joy and I need your assistance and the assistance of your inaugural committee chair in order to make this new handbook as helpful as possible.

The enclosed questionnaire is being mailed to all college and university presidents appointed during the past two years. You may be surprised to learn that there are more than 650 of you! As we plan to publish this new handbook during the 1992-1993 academic year, your prompt response will be greatly appreciated. Your responses will be kept confidential unless we request and receive written permission from you to the contrary. We hope you will find it possible to complete this questionnaire and return it to Joy in the enclosed self-addressed return envelope within 30 days.

Your experience and comments will enable us to help other new presidents, and I thank you for assisting us in this new CASE service to the academic community.

Sincerely,

Peter McE. Buchanan

SUITE 400 II DUPONT CIRCLE WASHINGTON DC 20036-1261

(202) 328-5900 FAX (202) 387-4973

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Handbook on College and University Presidential Inaugurations

A Questionnaire on Inaugural Planning

Name of Institution _____

Address _____

_____

Name of president _____ Enrollment _____

Assumed office (date) _____ Inaugurated (date) _____

Number of years since previous inauguration on your campus _____

Structure of Inaugural Committee

Date Inaugural Committee established _____

Name of person completing questionnaire _____

Academic/administrative title _____

Telephone ( ) _____ Number of Inaugural Committee members _____

Position on Inaugural Committee *(Please be specific, i.e. chair, vice chair, sub-committee chair)* _____

_____

Representation on Committee *(please insert correct number)*

_____ Faculty _____ Administration _____ Students

_____ Governing board _____ Secretarial _____ Alumni

_____ Community Reps _____ Trade/crafts staff

_____ Other (please specify) _____

Sources of Information

Please rank the following sources of information during the planning of your recent inaugural activities. Rank in order of importance (1-5) with 1 being your principal source of information.

_____ Your own institutional records on previous inaugurations

_____ Staff members who had been involved in your last inauguration

_____ Telephone calls to other colleges and universities that had recently had inaugurations

_____ CASE materials

_____ ACE materials

Were off-campus consultants or vendors used to assist in the planning or implementation of inaugural activities? __Yes __No

If yes, please specify in what areas, i.e. special events planning, installation ceremony protocols, press publications, special events staging, caterers, speakers, musical groups _____

_____

Were off-campus facilities used to accommodate any of your inaugural events? __Yes __No

If yes, please specify _____

BEST COPY AVAILABLE

Budget

Who (title) established the inaugural budget? _____

Who (title) managed the inaugural budget? _____

Was inauguration staged within budget? _____Yes _____No

If budget was exceeded, by what percentage? _____

Approximate budget for all inaugural events and publications

_____ less than $50,000 _____ $100,000—$149,999 _____ $200,000—$249,999

_____ $50,000—$99,999 _____ $150,000—$199,999 _____ More than $250,000

Invitations

Total number of inaugural invitations mailed _____

Number of guests invited to installation ceremony _____

Number of guests NOT invited to installation ceremony, but invited to OTHER inaugural events _____

Were any inaugural lectures or other events "Open to the Public"? _____Yes _____No
(If yes, place an "OP" opposite appropriate letter below.)

Number and nature of inaugural events *(Please check all appropriate to your recent inauguration)*

a) _____ Installation ceremony
b) _____ Inaugural luncheon
c) _____ Inaugural dinner
d) _____ Inaugural ball
e) _____ Symposia/lecture by renowned, off campus speaker(s)
f) _____ Faculty lectures
g) _____ Special student events separate from any of the above
h) _____ Special alumni events separate from any of the above
i) _____ Special community events separate from any of the above
j) _____ Special exhibits produced for the inauguration
k) _____ Press conference for the new president
l) _____ Other (please specify) _____

Were any of the above combined invitations to a single event? _____Yes _____No
If yes, please enter appropriate letters here _____

Invitation List Profile: Please check off the appropriate categories of invitees to your PRESIDENT'S INSTALLATION CEREMONY and indicate if ALL such persons or ONLY SELECTED REPRESENTATIVES of these categories were invited.

All	*Selected Reps. Only*	
_____	_____	ALL 3600 U.S. colleges and universities
_____	_____	All 1900 U.S. four year institutions ONLY
_____	_____	Four-year institutions IN YOUR STATE OR REGION ONLY
_____	_____	All two-year and four year institutions in YOUR STATE OR REGION ONLY
_____	_____	Faculty at your institution
_____	_____	Students at your institution
_____	_____	Employees of your institution
_____	_____	Alumni of your institution
_____	_____	Governing Board members of your institution
_____	_____	U.S. Senators from your state
_____	_____	U.S. Representatives from your state
_____	_____	State legislators
_____	_____	Governor of your state
_____	_____	Mayor of your city/town
_____	_____	Community leaders

Installation Ceremony

_____Number of institutions of higher education participating in your academic procession

_____Number of learned societies/professional organizations in your academic procession

_____Total number of marchers in your academic procession

Were honorary degrees conferred during your Installation Ceremony? _____Yes _____No

If yes, were they part of another inaugural event? _____Yes _____No

Which of the following institutional artifacts or ceremonial pieces were used during your Installation Ceremony?

____ Mace

____ Presidential lavaliere or medallion

____ College or university charter

____ Other institutional archives or artifacts (please specify)_____

_____

Inaugural Publications/Audio-visuals

Which of the following were produced for your Inauguration?

____ Invitations

____ Installation Ceremony Program

____ Souvenir copies of the President's Inaugural Address

____ Souvenir copies of Inaugural Symposia addresses

____ Videos

____ Press Kits

____ Other (please specify) _____

Some of the most important aspects of inaugural data cannot be quantified. As the most difficult or vexing issues defy this process, we are especially interested in your responses to the following questions:

What were the three most difficult aspects of your INAUGURAL PLANNING? (Please feel free to add additional comments on a separate sheet of paper.)

1)_____

_____

2)_____

_____

3)_____

_____

What were your most problematic last-minute OPERATIONAL CONCERNS the day (or week) of your inauguration?

_____

_____

The telephone rings in your office and the caller says, "Hello, my name is XYZ and I have just been asked to chair the Inaugural Committee for our new president. As you've just had an inauguration, I was hoping you could give me some pointers."

After offering your congratulations/condolences, what THREE MAJOR POINTS of advice do you offer? (We invite your most candid -- and even humorous -- reflections!)

1)_____

2)_____

3)_____

As we plan to use anecdotal examples of the problems involved in planning an inauguration, we would appreciate your sharing with us any humorous or unusual stories that you feel illustrate the joys and agonies of planning a presidential inauguration. (Please feel free to use a separate sheet.)

Thank you very much for your cooperation! Please enclose samples of your invitations and program with your complete questionnaire within 30 days to:

Joy W. Viola
14 Glover Rd.
Wayland, MA 01778

About the Author

Joy Winkie Viola

Joy Winkie Viola has more than 30 years of experience in higher education and currently serves as an inaugural planning consultant. She began her career at Northeastern University in Boston, after receiving her bachelor's and master's degrees in journalism from the University of Minnesota. At Northeastern, she worked in several areas of institutional advancement, including public relations, publications, protocol, international affairs, and university development. During this time, she won several CASE awards for development publications and public relations projects. She also is a veteran of three Northeastern University presidential inaugurations.

Viola has been a contributing author and senior editor of several major works in higher education including the *Handbook of College and University Administration* (New York: McGraw-Hill Book Company, 1970) and the 10-volume *International Encyclopedia of Higher Education* (San Francisco: Jossey-Bass Publishers, 1977). She is also the author of *Human Resources Development in Saudi Arabia: Multinationals and Saudization* (Englewood Cliffs, NJ: Prentice Hall, 1986), the definitive book on Saudi Arabian manpower development.

Since taking an early retirement in 1991, Viola has enjoyed an active second career as a consultant, newspaper columnist, and lecturer. She currently resides with her husband in Wayland, Massachusetts.

CASE

COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION

SUITE 400, 11 DUPONT CIRCLE, WASHINGTON, DC 20036-1261